

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1 - Federal Student Aid Systems Integration and Technology	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 1 - ANNUAL ACTIVITIES														
1.1	Implement student aid awareness (SAA) initiatives.	App, Elig & Del Serv	Douglas	Current students and prospective students, both traditional and nontraditional, need to better understand financial aid programs.	This initiative will further that goal by increasing the number of contacts Federal Student Aid makes with students and parents, ensuring that customers receive the information they request in a timely manner and expanding access through electronic means to our customer base. In addition the following will be accomplished: -Successfully implement one new partnership and review all current partnerships for their continued viability. -Launch enhanced 'Federal Student Aid for Counselors and Mentors' Web site by 6/30/06. -Establish a mechanism to collect customer feedback to determine the effectiveness/usability of the publications and the ideal schedule for the receipt of publications. -Increase by at least 1% the number of persons who receive information directly from Federal Student Aid (as measured by attendance figures) and increase those who receive information via our influencers and intermediaries (as measured by their requests for our products) and increase by 10% those who self-serve (as measured by Web Trends using FY 05 as baseline). -Respond to 95% of customer requests within 10 days.  -Increase by 10% over FY 05 visits to Student Aid on the Web (SAOTW). -Increase by 10% over FY 04 visitors establishing a MyFederal Student Aid account. -Maintain the customer satisfaction levels with SAOTW. -Increase by 10% over FY 04 visits to Federal Student Aid for Counselors and Mentors Site.	10/1/05	9/30/06					X	X	Federal Student Aid has a vested interest in assuring that the correct information is made available, and easily attainable, by our customers. By raising awareness, increasing access, streamlining processes and information, and finding efficiencies, we serve more students with greater accuracy in less time. This objective is achieved by working collaboratively across the entire organization.
1.1.1	Leverage partnership arrangements with organizations.	App, Elig & Del Serv	Douglas	Establish Federal Student Aid as the trusted source for federal student aid information.	-Review all SAA partnerships for their continued viability on a quarterly basis through 9/30/06. -Successfully implement one new strategic partnership by 6/30/06.	10/1/05	9/30/06						X	
1.1.2	Provide accurate and timely information that meets the needs of our audiences.	App, Elig & Del Serv	Douglas	Students, parents, counselors, financial aid administrators (FAA's) and other customers should find the information they need to make financial aid decisions quickly and easily while demonstrating increasing comfort with Federal Student Aid's electronic products and services.	Launch enhanced 'Federal Student Aid for Counselors and Mentors' Web site by 6/30/06.	10/1/05	6/30/06						X	
1.1.3	Disseminate information directly to target audience through Federal Student Aid participation in outreach activities.	App, Elig & Del Serv	Douglas	Effectively communicate Federal Student Aid's products and services to those that are most in need and are most likely to require additional assistance.	Increase by at least 1% the number of persons who receive information directly from Federal Student Aid (as measured by attendance figures) and increase those who receive information via our influencers.	10/1/05	9/30/06						X	
1.1.4	Reach customers through SAOTW and 'Federal Student Aid for Counselors and Mentors' Web sites.	App, Elig & Del Serv	Douglas	Students and other customers should find the information they need to make financial aid decisions quickly and easily while demonstrating increasing comfort with Federal Student Aid's electronic products and services.	-Increase by 10% over FY 05 the number of visitors to SAOTW. -Increase by 10% over FY 05 the number of visitors establishing a MyFederal Student Aid account. -Increase by 10% over FY 05 the number of visitors to Federal Student Aid for Counselors and Mentors Site.	10/1/05	9/30/06						X	
1.2	Implement application products and customer services.	App, Elig & Del Serv	Douglas	The needs of students must be identified in order to provide products and services they can use.	-A process will be created for the analysis of data that would then be used to make business decisions for AY 07-08 production cycles. -Revise and enhance the paper Free Application for Federal Student Aid (FAFSA) and FAFSA on the Web (FOTW). -Revise and enhance the Student Aid Report (SAR). -Reduce the cost of printing paper FAFSA's by 10% in FY 06.	10/1/05	9/30/06					X	X	Before our customers can receive federal student assistance, they must first be aware that financial aid for college exists and that they need to apply via the FAFSA. We need to assure that the FAFSA process, the resulting communications documents, and the supporting publications are value-added for students and parents as they apply for federal student assistance.

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1 - Federal Student Aid Systems Integration and Technology	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 1 - ANNUAL ACTIVITIES														
1.2.1	Revise and enhance the paper FAFSA and FOTW.	App, Elig & Del Serv	Douglas Leith	Federal Student Aid's applicant products should reflect Federal Student Aid communications strategy. To achieve that objective, the common look and feel will be incorporated in the paper FAFSA and FOTW.	FAFSA applicants will experience an application process that is easier to use and visually aligned and integrated with Federal Student Aid's common look and feel strategy. We have a survey currently in place on FOTW. We will continue to monitor the feedback on that survey as well as the American Customer Satisfaction Index (ACSI) results from user's application experience to determine if this enhancement has been successful.	10/1/05	9/30/06						X	
1.2.2	Revise and enhance the (SAR).	App, Elig & Del Serv	Douglas Leith	The way Federal Student Aid communicates with FAFSA applicants (the content of documents) and the communication method (electric v. paper) are of utmost importance. A better understanding is needed regarding how the current SAR process either assists or inhibits an applicant's chance for filing a successful FAFSA and continuing on with the next steps in the student aid process.	A baseline will be set by 2006 usability testing. Success will be measured by new and enhanced 2007-2008 FAFSA output documents and/or mechanisms. The usability testing will occur during Fall 2005 and early Spring 2006. The SAR will be enhanced using the information and data we obtain during our Fall/Spring usability testing. Once a baseline is established, it will assist us in determining whether our on-going efforts are assisting or encumbering our efforts to effectively communicate with our customers.	10/1/05	6/30/06						X	
1.2.3	Reduce the cost of the FAFSA printing and distribution by encouraging students and schools to use the FOTW Worksheet.	App, Elig & Del Serv	Douglas Leith	Federal Student Aid printed 24 million FAFSA's in 04-05 but received only 1.8 million for processing. More than 80% of students now file FAFSA's on-line and that number is increasing. Both students and school need to reduce their use of paper FAFSA's and replace them with the FOTW worksheet. The Worksheet is the more appropriate tool for Web filers and less costly to produce than the paper FAFSA.	Reduce the cost of printing paper FAFSA's by 10% in FY 06.	10/1/05	9/30/06						X	
1.3	Improve customer interaction through customer feedback.	App, Elig & Del Serv	Roemer Douglas Leith	Customer feedback should drive product development and communication.	-Identify the need for at least one change to a system or processing procedure as a result of customer feedback. -Common Origination and Disbursement (COD) achieves an ACSI performance score of 76 or higher. -FOTW achieves an ACSI score of 83 or higher. -We will maintain 'SAOTW' and the Federal Student Aid Information Center (FSAIC) at current satisfaction levels of 90%. -Increase by 10% over FY 05 the number visitors to SAOTW. -Respond to 95% of customer requests managed by Editorial Services Contract (ESC) for information within 10 days. -100% of (quality controlled) QC'd responses will be accurate. -A new data analysis framework will be established by 9/30/06 to allow for data analysis and inform the 2007-2008 products and services. -Forums with Customer Service Representatives (CSR's) will be used to inform product enhancement and process reengineering. A new survey developed this year will serve as the baseline.  -Using a commercially available surveying instrument, we will survey employees to get feedback on whether the printing and fulfillment was responsive, accurate and customer-oriented. The baseline developed in FY 05 will be used to measure performance in FY 06. -Provide Enterprise-wide services for Federal Student Aid -- printing and fulfillment.	10/1/05	9/30/06					X	X	Before our customers can receive federal student assistance, they must first be aware that financial aid for college exists and that they need to apply via the FAFSA. We need to assure that the FAFSA process, the resulting communications documents, and the supporting publications are value-added for students and parents as they apply for federal student assistance.
1.3.1	Respond accurately and timely to customer requests managed by ESC.	App, Elig & Del Serv	Douglas	Current students and prospective students need to better understand financial aid products and services.	-Respond to 95% of customer requests for information within 10 days. -100% of QC'd responses will be accurate.	10/1/05	9/30/06						X	

## FY 2006 Operations Plan

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1 - Federal Student Aid Systems Integration and Technology	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 1 - ANNUAL ACTIVITIES														
1.3.2	Implement a process to collect and analyze student data trends.	App, Elig & Del Serv	Douglas	It is vital that Federal Student Aid have accurate data on it's processes, products and customers in order to inform business decisions.	A new data analysis framework will be established by 9/30/06 to allow for data analysis and inform the 2007-2008 products and services.	10/1/05	9/30/06						X	
1.3.3	Monitor customer feedback at the Research and Customer Care Center (R&CCC) to improve service.	App, Elig & Del Serv	Roemer	Federal Student Aid needs to assure that customers find value in its products and services.	-Track number of inquiries received by R&CCC by reviewing the R&CCC tracking system on a quarterly basis. -Provide quarterly reports on inquiry topics to Policy Liaison and Implementation (PLI) and Research and Publications for development of additional guidance or additional information that could be incorporated into the subsequent Federal Student Aid Handbook. -Monitor customer feedback and identify at least one change to a system or procedure as a result of customer feedback. -Conduct an assessment of a different tracking system. -Provide staff with training on Federal Student Aid Assessments.	10/1/05	9/30/06						X	
1.3.4	Monitor customer feedback for COD.	App, Elig & Del Serv	Leith	Federal Student Aid needs to assure that customers find value in its products and services.	COD achieves an ACSI score of 76 or higher.	10/1/05	9/30/06					X	X	
1.3.5	Monitor customer feedback for FOTW.	App, Elig & Del Serv	Douglas Leith	Federal Student Aid needs to assure that customers find value in its products and services.	FOTW achieves an ACSI score of 83 or higher.	10/1/05	9/30/06						X	
1.3.6	Monitor customer feedback for SAOTW.	App, Elig & Del Serv	Douglas	Federal Student Aid needs to assure that customers find value in its products and services.	Maintain the FY 05 satisfaction level of 90% of all respondents who reported they would recommend SAOTW to friends, colleagues, or others.	10/1/05	9/30/06						X	Increase by 10% over the FY 05 baseline of visitors establishing a MyFSA account. Increase by 10% over the FY 05 baseline of visitors to Federal Student Aid for Counselors and Mentors Site.
1.3.7	Monitor FSAIC.	App, Elig & Del Serv	Douglas	Federal Student Aid should be a proactive manager of the student experience.	Forums with CSR's will be used to inform product enhancement and process reengineering.	10/1/05	9/30/06						X	
1.3.8	Provide Enterprise-wide services for Federal Student Aid -- printing and fulfillment.	App, Elig & Del Serv	Douglas	Federal Student Aid needs to assure that the process for printing and fulfillment is customer-focused and efficient.	Using a commercially available surveying instrument, we will survey employees to get feedback on whether Federal Student Aid printing and fulfillment was responsive, accurate and customer-oriented. The baseline developed in FY 05 will be used to measure performance in FY 06. Our goal is to maintain or exceed a customer satisfaction rating average of 4.60 out of a possible 5.00, achieved during FY 05.	10/1/05	9/30/06						X	
1.3.9	Define customer service standards.	App, Elig & Del Serv	Douglas	Use joint monitoring sessions with CSR's to align performance to standards.	Improved customer satisfaction as measured by the ACSI and other customer feedback mechanisms will improve Federal Student Aid's student-facing products and services. Establish call calibration process to align vendor performance with customer service expectations.	10/1/05	9/30/06					X	X	Implementation of PIC survey and use of survey results will allow Federal Student Aid to improve products and services across the organization, especially those products and services that are student-facing.

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1 - Federal Student Aid Systems Integration and Technology	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 1 - ANNUAL ACTIVITIES														
1.4	Manage Application Processing System [Central Processing System (CPS), FOTW, Personal Identification Number (PIN) Web site, FAA Access, Participation Management (PM), the Institutional Student Information Report (ISIR) Datamart, and related application products].	App, Elig & Del Serv	Leith	Federal Student Aid must process student application information and deliver those results to delivery partners.	-Successfully implement the CPS for the 2006-07 processing cycle on 1/1/06. The CPS daily production schedule will be met no less than 99% of the time, and reprocessing of records is limited to no more than one instance per month. -Conduct system performance testing and perform careful analysis of capacity needs so that the system can handle all application activity, including activity during peak application periods. -Conduct a two part study with Internal Revenue Staff (IRS) staff to identify characteristics of applicants most likely to have incorrectly reported income information on their FAFSA to establish benchmarks useful in strengthening verification information for the 2007-08 application processing year. -Provide estimated Pell Grant over-and-under award error rates by 9/30/06.   									

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1 - Federal Student Aid Systems Integration and Technology	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 1 - ANNUAL ACTIVITIES														
1.5	Deliver Electronic Data Exchange (EDEXpress) PC products to schools.	App, Elig & Del Serv	Leith	EDEXpress PC products are for schools to use in sending and receiving application and disbursement-related information electronically to manage student eligibility determination and awarding of Title IV grants and loans.	-Release 508-compliant Global, Application, and Packaging modules on schedule for the 2006-07 award cycle. A successful release is one that requires no more than one service release within 90 days of the date the software was initially released. To be released 1/03/06. -Release 508-compliant COD modules of EDEXpress (Pell and Direct Loan) on schedule for the 2006-07 award cycle. A successful release is one that requires no more than one service release within 90 days of the date the software was initially released. This will be released on or before 3/31/06. -Release 508-compliant utility product for cash management, database rebuild, compare of SAS to EDEXpress database for management of Direct Loan portfolio and end of year reconciliation, on schedule for the 2006-07 award cycle. A successful release is one that requires no more than one service release within 90 days of the date the software was initially released. Implementation date will be 7/8/06.	10/1/05	9/30/06						X	
1.5.1	Release 2006-07 EDEXpress software, Release 1: Global/Application Processing/Packaging Modules.	App, Elig & Del Serv	Leith		Release 508-compliant Global, Application, and Packaging modules on schedule for the 2006-07 award cycle. A successful release is one that requires no more than one service release within 90 days of the date the software was initially released. To be released 1/03/06.	10/1/05	4/3/06						X	
1.5.2	Release 2006-07 EDEXpress software, Release 2: Pell Processing and Direct Loans.	App, Elig & Del Serv	Leith		Release 508-compliant COD modules of EDEXpress (Pell and Direct Loan) on schedule for the 2006-07 award cycle. A successful release is one that requires no more than one service release within 90 days of the date the software was initially released. This will be released on or before 3/31/06.	10/1/05	6/29/06						X	
1.5.3	Release 2006-07 EDEXpress Direct Loan Tools software.	App, Elig & Del Serv	Leith		Release 508-compliant utility product for cash management, database rebuild, compare of SAS to EDEXpress database for management of Direct Loan portfolio and end of year reconciliation, on schedule for the 2006-07 award cycle. A successful release is one that requires no more than one service release within 90 days of the date the software was initially released. Implementation date will be 7/8/06.	10/1/05	9/30/06						X	
1.6	Administer Pell Grant and Direct Loan activities.	App, Elig & Del Serv	Leith	Schools need funding mechanisms to report disbursement activity and establish funding levels.	-For annual releases, the failure rate of the annual release acceptance test output will not be greater than 5% per week during User Acceptance Testing. The failure rate is determined by dividing the number of test packages/scripts that Federal Student Aid fails by the number of test packages/scripts submitted to Federal Student Aid and tested. For service packs (maintenance), new defects detected after the implementation of a service pack related to the code modified within the service pack will not be greater than 10% of the total number of defects and enhancements included/resolved in that service pack. The percentage of new defects will be determined by dividing the number of new defects detected after a service pack implementation by the number of service tickets (defects and enhancements) the service pack attempted to resolve. All issues that are "defects" will be completed or closed out within 60 days. Defects are programming problems related to a release the contractor is obligated to fix. -Pell Grant initial authorization levels for	10/1/05	9/30/06		X				X	We ensure that aid delivered by the COD System for the Direct Loan and Pell Grant programs is delivered directly through the school in a manner that reduces the vulnerability of these programs to fraud, waste, error, and mismanagement. This is accomplished by ensuring the quality of enhancements and modifications to the COD System by demanding high quality analysis and testing to ensure the quality of the product delivered to Federal Student Aid is high and ensuring that defect fixes and enhancements themselves do not introduce defects into the COD System. We are continually working to improve the integrity of these programs and demonstrating responsible management of these programs to ensure they remain off the GAO High-Risk List by quickly identifying new defects and making corrections in a very timely manner.

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1 - Federal Student Aid Systems Integration and Technology	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 1 - ANNUAL ACTIVITIES														
					Award Year 06-07 will be in the COD System by 6/1/06 and available for schools. -Issue Pell Grant (Administrative Cost Allowance) ACA payments for the 05-06 Award Year at least two times by 9/30/06. -Reject 100% of 04-05 Pell Grant "upward adjustment" data after 9/30/05 unless school is granted Administrative Relief or is sending post Pell Overpayment Project (POP) resolution data. -Successfully reconcile monthly obligations within 15 business days of the end of the month. -Analyze monthly data, and, within 7 days, COD School Relations Center staff will contact schools with drawdowns that significantly exceed accepted disbursements. That is, those schools with 100% unsubstantiated cash greater than 30 days since drawdown of \$30,000 or more. -Reject 04-05 Direct Loan Program Year data after 7/31/06 unless school is granted Extended Processing. The number of schools granted Extended Processing will be reduced by 20% compared to 03-04 Direct Loan Program Year Closeout data (03-04 = 55 Schools; 04-05 = 44 Schools).									
1.6.1	Issue COD software release.	App, Elig & Del Serv	Leith		-For annual releases, the failure rate of the annual release acceptance test output will not be greater than 5% per week during User Acceptance Testing. The failure rate is determined by dividing the number of test packages/scripts that Federal Student Aid fails by the number of test packages/scripts submitted to Federal Student Aid and tested. -For service packs (maintenance), new defects detected after the implementation of a service pack related to the code modified within the service pack will not be greater than 10% of the total number of defects and enhancements included/resolved in that service pack. The percentage of new defects will be determined by dividing the number of new defects detected after a service pack implementation by the number of service tickets (defects and enhancements) the service pack attempted to resolve. -All issues that are "defects" will be completed or closed out within 60 days. Defects are programming problems related to a release the contractor is obligated to fix.	10/1/05	9/30/06		X				X	
1.6.2	Set Pell Grant initial authorization levels for upcoming Award Year by 6/1/06.	App, Elig & Del Serv	Leith		Pell Grant initial authorization levels for 2006-07 Award Year will be in the COD System by 6/1/06 and available for schools.	10/1/05	6/1/06						X	
1.6.3	Issue Pell Grant ACA payments to schools at least two times during an Award Year.	App, Elig & Del Serv	Leith		Issue Pell Grant ACA payments for the 2005-06 Award Year at least two times by 9/30/06.	3/1/06	9/30/06						X	
1.6.4	Cease acceptance of Pell Grant Award Year data after Sep 30 of Award Year unless school is granted administrative relief.	App, Elig & Del Serv	Leith		Reject 100% of 04-05 Pell Grant "upward adjustment" data after 9/30/05 unless school is granted administrative relief or is sending post POP resolution data.	10/1/05	9/30/06						X	
1.6.5	Perform monthly (Pell Ops) reconciliation of obligations between feeder system and Education Central Automated Processing System (EDCAPS) within 15 business days of end of month.	App, Elig & Del Serv	Leith		Successfully reconcile monthly obligations within 15 business days of the end of the month.	10/1/05	9/30/06		X				X	

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1 - Federal Student Aid Systems Integration and Technology	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 1 - ANNUAL ACTIVITIES														
1.6.6	Compare Pell Grant school drawdown with net accepted and posted disbursements in COD for 30-day reporting compliance.	App, Elig & Del Serv	Leith		Analyze monthly data, and, within 7 days, COD School Relations Center staff will contact schools with drawdowns that significantly exceed accepted disbursements. That is, those schools with 100% unsubstantiated cash greater than 30 days since drawdown of \$30,000 or more.	1/3/06	9/30/06		X				X	
1.6.7	Close out applicable Direct Loan Program Year by Jul 31 of the calendar year.	App, Elig & Del Serv	Leith		Reject 04-05 Direct Loan Program Year data after 7/31/06 unless school is granted Extended Processing. The number of schools granted Extended Processing will be reduced by 20% compared to 03-04 Direct Loan Program Year Closeout data (03-04 = 55 Schools; 04-05 = 44 Schools).	10/1/05	9/30/06						X	
1.7	Administer Campus-Based activities.	App, Elig & Del Serv	Leith	Federal Student Aid needs a mechanism to award future campus-based aid, and schools need to be able to communicate how they have spent the funds and their future funding needs.	-Publish annual combined Campus-Based notice in Federal Register by 3/31/06. -Email tentative award notices to schools by 1/31/06. -Email final award notices to schools by 4/1/06. -Successfully implement electronic Campus-Based (eCB) for 2006 Fiscal Operations Report and Application to Participate (FISAP) Cycle by 7/31/06.	10/1/05	7/31/06						X	
1.7.1	Publish annual Campus-Based combined Federal Register notice that provides Award Year deadline dates to schools.	App, Elig & Del Serv	Leith		Publish annual combined Campus-Based notice in Federal Register by 3/31/06.	10/1/05	3/31/06						X	
1.7.2	Issue final awards to schools.	App, Elig & Del Serv	Leith		-Email tentative award notices to schools by 1/31/06. -Email final award notices to schools by 4/1/06.	10/1/05	4/1/06						X	
1.7.3	Issue FISAP Report software release.	App, Elig & Del Serv	Leith		Successfully implement eCB for 2006 FISAP Cycle by 7/31/06.	10/1/05	7/31/06						X	
1.8	Manage Postsecondary Education Participant System (PEPS).	App, Elig & Del Serv	Edwards	Federal Student Aid needs to be able to monitor school eligibility and participation in Title IV programs.	-Successfully transition development environment for PEPS/eAPP to the Virtual Data Center (VDC) by 1/31/06. -Successfully award new support contract at a 10% lower cost.	10/1/05	2/28/06						X	
1.8.1	Move PEPS and eAPP to the VDC.	App, Elig & Del Serv	Edwards	Development activities need to be accessible from outside of the contractor facility to ensure continuity of operations.	Successfully transition development environment for PEPS/eAPP to the VDC by 1/31/06.	10/1/05	1/31/06						X	
1.8.2	Recompete PEPS operational support contract.	App, Elig & Del Serv	Edwards	Reduce cost and increase support satisfaction.	-Successfully award new support contract at a 10% lower cost. -The contract will be awarded by 2/28/06.	10/1/05	2/28/06						X	

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1 - Federal Student Aid Systems Integration and Technology	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 1 - ANNUAL ACTIVITIES														
1.9	Enhance program monitoring and oversight.	App, Elig & Del Serv	Edwards	Federal Student Aid has the responsibility to perform program monitoring and oversight in order to ensure the integrity of the Federal Student Aid Programs.	<p>-Maintain Peer Review Panel focusing on monitoring actions that involve the greatest risk to School Eligibility Channel (SEC).</p> <p>-Develop/test/deliver updated on-line reporting tool for the Experimental Sites schools by 9/30/06.</p> <p>-Collect AY 04-05 Experimental Sites school data and provide for analysis by 1/15/06.</p> <p>-Deliver updated Federal Student Aid Assessments for AY 05-06 by Dec 2005 and for AY 06-07 by 9/30/06.</p> <p>-Assist in developing report that compiles the QA School data for AY 05-06 by 5/31/06.</p> <p>-Test and deliver enhanced version of the ISIR analysis tool for AY 06-07 by 2/15/06.</p> <p>-Develop and deliver training on the 06-07 ISIR Analysis Tool software to Quality Assurance (QA) schools beginning Jun 2006.</p> <p>-Host three to five focus groups and/or training opportunities specifically designed for Historically Black Colleges and Universities (HBCUs), Hispanic Serving Institutions (HSIs) and Tribally Controlled Colleges (TCC) around the needs gained from customer input and data analysis. Increase institutional site visits to HBCUs, HSIs and TCCs.</p> <p>-Identify schools needing default prevention assistance and provide appropriate level of assistance by 9/30/06; promote program integrity through dissemination of sound default prevention strategies and techniques by 9/30/06; determine feasibility of e-Appeals by 9/30/06 and publish a Cohort Default Rate (CDR) Quick Reference by 12/31/05.</p> <p>-Process school compliance audits to support on-going oversight and program monitoring.</p> <p>-Develop and implement procedures that cover three core functions that will be deployed by 9/30/06.</p> <p>-Identify strategies for strengthening oversight of publicly traded schools.</p> <p>-Analyze program review report development timelines for on-going oversight.</p>	10/1/05	9/30/06		X			X	X	ASEDS/SEC milestones will strengthen Title IV eligible institution's compliance with statutory and regulatory requirements. 1. The Peer Review Panel improves program integrity by ensuring consistent decision-making for similar types of schools. 2. Experimental Sites Initiative findings are shared to suggest/justify changes to programs, regulations, as required by statute. Changes are intended to reduce complexity in program requirements and services, while also maintaining compliance by schools. 3. Improve program integrity by giving schools self-assessment tools to check for and enhance compliance; ISIR analysis tool provides information to strengthen verification at both school and federal levels. 4. To reduce the number of HBCU's, HSI's and TCC's cited for Title IV program audit and program review for repeated discrepancies. To reduce the number of selected institutions cited for lack of administrative capability in Title IV program management.  5. Improve program integrity by providing one-on-one technical assistance to schools with high default rates. 6. By resolving compliance audits timely, SEC ensures funds improperly disbursed are returned to the Department and schools are in compliance with Title IV requirements. 7. Implementation of procedures for three core functions will ensure consistent decision making and oversight of Title IV schools by the School Participation Teams. 8. Assures that federal student aid funds are administered appropriately by publicly-traded schools. 9. By promptly issuing program review reports, SEC ensures compliance with Title IV statute and regulations and that liabilities are assessed for funds improperly disbursed. 10. Improve program integrity and reduce fraud, waste and abuse by conducting program reviews at schools identified by the Federal Student Aid/Inspector General (IG) Fraud Workgroup.
1.9.1	Maintain Peer Review Panel to assure and monitor consistency of School Participation Team operations.	App, Elig & Del Serv	Edwards		Consistency of decision-making process across teams.	10/1/05	9/30/06		X				X	
1.9.2	Administer the QA Program.	App, Elig & Del Serv	Roemer		-Deliver updated Federal Student Aid Assessments for AY 05-06 by Dec 2005 and for AY 06-07 by 9/30/06. -Assist in developing a report that compiles the QA school data for AY 05-06 by 5/31/06. -Working with Federal Student Aid Program Operations, test and deliver enhanced version of the ISIR analysis tool for AY 06-07 by 2/15/06. -Develop and deliver training on the 06-07 ISIR analysis tool to schools beginning Jun 2006.	10/1/05	9/30/06		X				X	



PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1 - Federal Student Aid Systems Integration and Technology	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 1 - ANNUAL ACTIVITIES														
1.9.3	Successful implementation of special projects to address the specific Title IV needs of institutions identified by the President's Special Initiatives.	App, Elig & Del Serv	Roemer		-Host three to five focus groups and/or training opportunities specifically designed for HBCU's, HSI's, and TCC around the needs gained from customer input and data analysis. -Increase institutional site visits by 20% over last year.	10/1/05	9/30/06		X			X	X	
1.9.4	Promote school based default prevention activities.	App, Elig & Del Serv	Roemer		-Conduct analysis to identify schools needing default prevention assistance and provide appropriate level of assistance by 9/30/06. -Leverage the resources of National Coalition of Higher Education Loan Programs (NCHLP), MYF, guarantors, and state, regional, and national financial aid associations to promote program integrity through dissemination of sound default prevention strategies and techniques by 9/30/06.	10/1/05	9/30/06		X				X	
1.9.5	Process school compliance audits to support on-going oversight and program monitoring.	App, Elig & Del Serv	Edwards		Process TBD% of compliance audits within TBD days of receipt.	10/1/05	9/30/06		X				X	
1.9.6	Strengthen oversight activities for targeted schools.	App, Elig & Del Serv	Edwards		Identify strategies for strengthening oversight of publicly traded schools.	10/1/05	9/30/06		X				X	
1.9.7	Conduct analysis of program review report timelines.	App, Elig & Del Serv	Edwards		Conduct an analysis of program review report development timelines, establish reasonable benchmarks, and implement and train staff on new timelines.	10/1/05	9/30/06		X				X	
1.9.8	Complete program reviews identified by Federal Student Aid/IG Fraud Workgroup.	App, Elig & Del Serv	Edwards		All identified program reviews (100%) will be conducted by 9/30/06. Schools will be referred to the IG if needed.	10/1/05	9/30/06		X				X	
1.9.9	Conduct 'Experimental Sites' initiative.	App, Elig & Del Serv	Roemer		-With CIO, develop/test/deliver updated on-line reporting tool to the 'Experimental Sites' schools by 9/30/06. -Collect AY 04-05 school data and provide for analysis by 1/15/06.	10/1/05	9/30/06					X	X	
1.10	Produce school publications and materials and electronically notify schools of new publications.	App, Elig & Del Serv	Roemer	School partners need to have current, accurate information on all of the Title IV programs so that they can administer the programs effectively and accurately.	-Post PDF files to the Web within three business days of approved receipt and electronically notify schools within one business week of posting on Information for Financial Aid Professionals (IFAP). -All approved changes to statute/regulations will be incorporated as of the completion date in the text of the publication. -Post new guidance from Dear Colleague Letters, conferences, and Q&A's on IFAP and incorporate the changes into future documents. -Increase IFAP subscriber volume by adding 550 new users by 9/30/06. -Direct Loan publication orders will be filled within 72 hours of receipt, 90% of the time.	10/1/05	9/30/06		X			X	X	Posting on a timely basis gives institutions the information needed to do their jobs.
1.10.1	Increase the number of IFAP subscribers above the 2005 volume of 6,787 subscribers.	App, Elig & Del Serv	Roemer		Increase IFAP subscriber volume by adding 550 new users by 9/30/06.	10/1/05	9/30/06						X	
1.10.2	Fulfill orders for Direct Loan Program publications at the fulfillment center within 72 hours of receipt 90% of time, notwithstanding back orders.	App, Elig & Del Serv	Roemer		Direct Loan Publication orders will be filled within 72 hours of receipt, 90% of time.	10/1/05	9/30/06						X	

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1 - Federal Student Aid Systems Integration and Technology	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 1 - ANNUAL ACTIVITIES														
1.11	Develop and deliver program and technical training for schools through a combination of videoconferences, Web-based training, and classroom experiences and conference presentations.	App, Elig & Del Serv	Roemer	Schools need training on key Title IV topics so they can administer the Title IV programs properly and are aware of new requirements, procedures, and services.	-Host a minimum of 75 classroom training activities throughout the country. -Evaluations of training activities will score at least 3.5 on a 5.0 scale. If less than 3.5, an improvement plan will be developed. -Update Federal Student Aid COACH. -Develop a version of Federal Student Aid COACH for Foreign Schools. -Update EDEExpress Basics. -Offer 100 interactive, instructor-led, online training opportunities. -Deliver presentations at 75 conferences.	10/1/05	9/30/06						X	
1.12	Provide enterprise guidance to ADvance and to the Information Framework.	App, Elig & Del Serv	Saunders	Federal Student Aid development projects, including ADvance and Information Framework, should integrate with Federal Student Aid's enterprise vision for data, business process, and technology.	-ADvance designs align with Federal Student Aid's enterprise vision. -100% of ADvance data models developed by 9/15/06 are stored in a model repository available to other business areas by 9/30/06. -Complete Phase One requirements for the Information Framework by 9/30/06.	10/1/2005	9/30/2006	X	X			X	X	Providing leadership, guidance and coordination across enterprise projects helps to ensure that additional stovepipes are not developed and that systems are truly integrated. Integration and sharing of data leads to higher data quality, accuracy and integrity and consistent service to Federal Student Aid's customers through elimination of data conflicts and standardization of business processes. Integration also leads to less redundancy in data and infrastructure which increases the efficiency and effectiveness of systems.
1.12.1	Provide enterprise guidance to the ADvance designs to ensure alignment with the Federal Student Aid conceptual enterprise data model.	App, Elig & Del Serv	Saunders		-ADvance designs align with Federal Student Aid's enterprise vision. -100% of ADvance data models developed by 9/15/06 are stored in a model repository available to other business areas by 9/30/06.	10/1/05	9/30/06	X				X	X	
1.12.2	Provide enterprise guidance to the Information Framework.	App, Elig & Del Serv	Saunders		Complete Phase One requirements for the Information Framework by 9/30/06.	10/1/05	9/30/06	X	X			X	X	
1.13	Implement quarterly action plans for the President's Management Agenda (PMA) initiative, Eliminating Improper Payments.	App, Elig & Del Serv	Jacks Saunders	Comply with Prompt Pay and Improper Payments Legislation. Assess the risk, select and test sample transactions, estimate improper payments, report results and other steps as needed to go green for Estimating Improper Payments.	In collaboration with OMB, develop improper payment reduction methodologies and corrective action plan that will reduce the amounts of estimated over and under payments to 4.5% for FY 06. Q-1 Complete CAP for Pell improper payments reduction, implement CAP and amend targets based on projections of method. Q-2 refine Pell improper payment reduction targets if necessary. Q-3 refine Pell improper payment reduction targets if necessary.	10/1/05	9/30/06		X	X			X	
1.14	Ensure system compatibility with enterprise-wide software upgrades/refreshes.	App, Elig & Del Serv	Leith	Systems must be compatible with enterprise software upgrades/refreshes.	-Complete interface testing between the eCB and COD systems and the FMS after Oracle 11i upgrade by 12/31/05. -Complete interface testing between the eCB and COD systems and the VDC after Microstrategy upgrade by 2/28/06.	10/1/05	2/28/06						X	

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1 - Federal Student Aid Systems Integration and Technology	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 1 - ANNUAL ACTIVITIES														
2.1	Enhance program monitoring and oversight.	Borrower Services	Hopkins	Continue to address issues that resulted in the Government Accountability Office (GAO) designating Federal Student Aid as a high risk program.	-Develop and provide recommendations to reduce delinquencies and defaults in the Direct Loan and Family Federal Education Loan (FFEL) programs based on findings of the Cumulative Lifetime Default Rate (CLDR). -Review the impact of forbearance and deferment usage. -Expand monitoring of performance of the Title IV loans programs to include FFEL and Perkins programs. -Track and compare FFEL delinquency rates to Direct Loan Delinquency rates. -Continue Independent Verification and Validation (IV&V) monthly vulnerability assessments. -Monitor Direct Loan Consolidation operational transition to Common Services for Borrowers (CSB) environment.	10/1/05	9/30/06		X	X		X	X	
2.1.1	Develop and provide recommendations to reduce delinquencies and defaults in the Direct Loan, Perkins and FFEL programs based on findings of the CDLTR calculated on enter repayment date.	Borrower Services	Phillips	To ensure understanding of the performance of the Title IV student loan portfolio throughout the life of the loan. To identify gaps in due diligence to mitigate risk of default.	-Implement approved recommendations and monitor the results that will reflect reduced delinquency and defaults in both programs. -Implement two defined recommendations for reducing default in the Direct Loan program by 9/30/06. -Provide the FFEL community with recommendations for reducing default by 7/31/06.	10/1/05	9/30/06		X				X	This item will improve program integrity. The success measure will be to implement approved recommendations and monitor the results.
2.1.2	Review the impact of forbearance and deferment usage and the relationship to borrower repayment plan, delinquency and default.	Borrower Services	Phillips Vigna	To help determine the optimal repayment plan for the borrower. To identify the relationship of the usage on the repayment period to ascertain the average length of time to pay off a loan.	-Determine whether it is appropriate under the Direct Loan Program to "default" to the standard repayment plan when a borrower does not select a repayment plan or whether to default to a repayment plan based on the balance of the loan(s) by 8/31/06. -Validate that forbearance and deferment are granted for the appropriate amount of time by 11/30/05.	10/1/05	9/30/06		X	X		X	X	This study will determine whether Federal Student Aid can affect the delinquency rate and borrower behavior by placing borrowers into repayment plans other than the standard plan when the borrower does not select a plan. By ensuring that borrowers are in appropriate repayment plans we are attempting to improve program integrity by lowering delinquency rates and reducing costs. This would also result in improvement in service as well as improvement in student aid delivery because a lower delinquency rate is better for borrowers, schools and the taxpayers.
2.1.3	Expand monitoring of performance of the Title IV loans programs to include FFEL and Perkins programs.	Borrower Services	Phillips	To help ensure appropriate default prevention efforts are in place for the FFEL and Perkins programs.	-Provide insight about portfolio performance specific to FFEL and Perkins programs. The recommendations will be shared with the community thru a report and/or conference presentations. -Develop monthly and quarterly performance reports comparing FFEL, Direct Loan and Perkins performance by 11/30/05. -Identify areas for enhancement of default prevention activities in FFEL, Direct Loans, and Perkins by 8/31/06.	10/1/05	9/30/06		X	X			X	This effort provides a direct impact on Objectives 2 and 3 by reducing delinquency and default and subsequently reducing Title IV program costs. By continuing to focus on the performance of the portfolio, Portfolio Risk Management will help improve the integrity of Title IV programs. The action item will also contribute to improved services to the borrower as Federal Student Aid will have a better understanding of borrower behavior throughout the life of the loan.
2.1.4	Track and compare FFEL delinquency rates to Direct Loan Delinquency rates. Develop process to verify the accuracy of contractor reports.	Borrower Services	Phillips Vigna	Determine whether Direct Loans delinquency/defaults are equal to or below FFEL delinquency/defaults.	-Borrower Services will continue to work with the CSB contractor to enhance delinquency processing to create downward trends. -Keep the Direct Loan rate below the FFEL rate for each quarter reported. The compare process will be a gauge for Direct Loans which has been successful at staying below the FFEL rate over the past years. -Develop a quarterly report to monitor the delinquency rates of Direct Loan and FFEL programs by 10/31/05.	10/1/05	9/30/06		X				X	This action item will help to improve Direct Loan Program integrity by collecting receipts in a timely manner and reducing the delinquency rate which will subsequently reduce the number of loans entering default.
2.1.5	Continue IV&V monthly vulnerability assessments throughout Phase 1 and Phase 2 of the CSB implementation.	Borrower Services	Vigna	To promote program and system integrity, CSB staff will monitor the risks that are listed by the IV&V staff for current risks and for those risks that are on the IV&V watch list for FY 06.	IV&V contractor will provide monthly reports assessing the risks within CSB. Show progress in removing or mitigating those risks in subsequent months.	10/1/05	9/30/06		X				X	Tracking issues related to CSB implementation promotes program integrity. These issues are the main factors that could result in slippage in the release time lines. The CSB implementation has a number of critical new features that will allow better service to our borrowers and delay in the release schedule will hinder Federal Student Aid's ability to implement the new features for our customers.

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1 - Federal Student Aid Systems Integration and Technology	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 1 - ANNUAL ACTIVITIES														
2.1.6	Monitor Direct Loan Consolidation operational transition to CSB environment and develop appropriate metrics.	Borrower Services	Leifeste	Continue to deliver Direct Loan Consolidation loans to borrowers during transition of operational locations and systems.	-Develop appropriate baseline measures to monitor DL Consolidation operational transition to CSB environment. -Contingent upon completion of transition, metric to be reported monthly against FY05 performance with goal of maintaining less than 10% degradation against FY 05 contract performance.	10/1/05	9/30/06					X	X	Continue to deliver Direct Consolidation loans to borrowers during transition of operational locations and systems. Meeting this measure assures we are continuing to deliver student aid effectively through systems transition without delay in loan making or impact to a borrower's need to consolidate.
2.2	Implement plan to improve customer service to the Direct Loan portfolio and increase participation in e-servicing.	Borrower Services	Vigna	To improve overall customer service to the Direct Loan portfolio.	The number of e-servicing transactions will increase 20 percent over FY 05. This item will be reported monthly.	10/1/05	9/30/06			X		X	X	This item will improve customer services because E-Services allow for quicker transaction processing and increases customer satisfaction. With more borrowers using electronic/online processes Federal Student Aid services are delivered more efficiently, data accuracy is improved and program integrity is improved.
2.3	Work with CSB contractor to develop marketing campaign to promote Electronic Debit Account (EDA) usage among Direct Loan borrowers.	Borrower Services	Vigna	Increase consolidation borrower participation in EDA and subsequently reduce the cost for processing loan payments.	-Complete EDA marketing campaign plan by 2/28/06 to increase participation of Direct Loan Borrowers. -Complete operations project plan for implementation and establish baseline data by 3/28/06 and determine a percentage increase in participation for FY 07 by 8/30/06.	10/1/05	9/30/06		X	X			X	According to the latest ACSI score EDA borrowers provide the highest ratings in overall customer satisfaction. By encouraging more borrowers to participate in EDA we are reducing the costs for mailing bills and processing checks. Program integrity is improved because the number of delinquencies in the EDA population is much lower than the paper population. This service is an improvement in student aid delivery because the borrower is much less likely to default when participating in the EDA.
2.4	Implement escheatment system processes for Collections suspense account.	Borrower Services	Leifeste	Improve fiscal management and control of Collections suspense account.	-Complete systems modifications to escheat suspense account items in location code 04 and begin escheatment of items in the suspense account. -Begin reporting on metric at end of Jan 2006. -Monthly milestones and reporting on dollars escheated will be for March through Sep 2006. *First milestone -- implementation of escheatment systems changes in Jan 2006. *Second milestone -- first escheatment will take place by the end of Feb 2006.	1/1/06	9/30/06					X	X	By escheating the funds we will begin compliance with Treasury guidelines. This item will improve program integrity and services.
2.5	Establish recovery rate targets for all Federal Student Aid default collections utilizing all recovery tools.	Borrower Services	Hopkins	Improve default recovery rate effectively utilizing all recovery tools (total of Federal Student Aid's collections on defaulted loans – divided by the outstanding default portfolio at the end of the previous year).	Achieve Recovery Rate of 11.5% on Federal Student Aid-held debt.	10/1/05	9/30/06		X	X			X	This item supports objective 2, improve program integrity, by ensuring that borrower responsibility to repay their debt. Will reduce costs to the program by ensuring that maximum available revenue is returned to the Treasury.
2.6	Establish recovery rate targets for all Federal Student Aid default collections less consolidation.	Borrower Services	Hopkins	Improve default recovery rate (defined as the sum of Federal Student Aid's collections on defaulted loans – less consolidations – divided by the outstanding default portfolio at the end of the previous year).	Achieve recovery rate of 10.5% on Federal Student Aid-held debt through the use of non-consolidations.	10/1/05	9/30/06		X	X			X	Objective will improve program integrity by ensuring that borrower responsibility to repay debts is being met. Will reduce costs to the program by ensuring that maximum available revenue is returned to the Treasury.
2.7	Establish recovery rate targets on combined Federal Student Aid and guaranty agency (GA) default collections.	Borrower Services	Hopkins	Improve default recovery rate on combined Federal Student Aid & guarantor portfolios effectively utilizing and managing all recovery tools (total combined recoveries on defaulted loans – divided by the outstanding default portfolio at the end of the previous year).	Achieve recovery rate of 19.5% on combined guarantor and Federal Student Aid defaulted loan portfolio.	10/1/05	9/30/06		X	X			X	Objective will improve program integrity by ensuring that borrower responsibility to repay debts is being met. Will reduce costs to the program by ensuring that maximum available revenue is returned to the Treasury.

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1 - Federal Student Aid Systems Integration and Technology	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 1 - ANNUAL ACTIVITIES														
2.8	FY 06 -- Establish recovery rate targets on the Direct Loan Program defaulted debt.	Borrower Services	Hopkins	Improve default recovery rate on Direct Loan Program portfolios effectively utilizing and managing all recovery tools (total combined recoveries on Federal Direct Student Loan (FDSL) defaulted loans – divided by the outstanding FDSL default portfolio at the end of the previous year).	Achieve recovery rate of 19.5% on FDSL defaulted loan portfolio.	10/1/05	9/30/06		X	X			X	Objective will improve program integrity by ensuring that borrower responsibility to repay debts is being met. Will reduce costs to the program by ensuring that maximum available revenue is returned to the Treasury.
2.9	Control growth of Federal Student Aid defaulted loan portfolio.	Borrower Services	Hopkins	Minimize the level of new defaults to the Federal Government.	Keep increase in defaulted loan accounts (borrowers) to less than 2%.	10/1/05	9/30/06		X	X			X	Objective will improve program integrity by ensuring that borrower responsibility to repay debts is being met. Will reduce costs to the program by ensuring that maximum available revenue is returned to the Treasury.
2.10	Establish recovery rate targets on FFEL Program defaulted debt [held by Education (ED) and GAs].	Borrower Services	Hopkins	Improve default recovery rate on combined FFELP program defaults held by Federal Student Aid & guarantors (total combined recoveries on FFELP defaulted loans – divided by the outstanding FFELP default portfolio at the end of the previous year).	Achieve recovery rate of 19.5% on FFEL defaulted loan portfolio.	10/1/05	9/30/06		X	X			X	Objective will improve program integrity by ensuring that borrower responsibility to repay debts is being met. Will reduce costs to the program by ensuring that maximum available revenue is returned to the Treasury.
2.11	Improve performance to Borrower Services call center customers.	Borrower Services	Spadoni	To improve customer service.	-Answer all calls within a Weighted Average of each CSB operating location's monthly Average Speed to Answer (ASA). -Monthly dequeued call volume is aggregated to arrive at a collective CSB performance level. -The collective CSB performance level for answering customer calls will not exceed 15 seconds. -This item will be reported monthly reflecting monthly and year-to-date (YTD) figures.	10/1/05	9/30/06					X	X	Ensuring quick response to call center customers will help to improve customer service - speed to answer is reduced thus service to customer is improved.
2.12	Develop strategies and plan to improve and increase overall customer satisfaction in the CSB Call Centers.	Borrower Services	Spadoni	To determine strategies on how to increase overall customer satisfaction by interfacing with the customer and utilizing measurement tools.	-Produce a draft report of trends, strategies and recommended improvements that will increase productivity, efficiency and overall quality of customer satisfaction. Borrower Services Call Center team will: -Implement a call monitoring program and validate established call performance metrics implemented by CSB contractor. Progress will be reported monthly outlining program results and performance metrics of CSB contractor. -Conduct focus groups with customers (schools, borrowers and collections agencies) to solicit feedback for customer service improvement strategies. Progress will be reported monthly on status of various focus group initiatives. -Analyze results of the customer service surveys that measure satisfaction with Web site, correspondence and CSR's. Surveys are to begin in November; monthly analysis updates will be provided.	10/1/05	9/30/06		X			X	X	The recommendations from the report will be used to develop strategies and improvements to systems, products and services to our customers. Monitoring calls will allow for immediate and consistent oversight of contractor operations and subsequently Improve Program Integrity.
2.13	Reduce the number of Borrower Services customer cases that are received by the Ombudsman's office.	Borrower Services	Spadoni	To improve customer service.	The total number of Borrower Services customer cases that are received by the Ombudsman's office will be 10% lower in FY 06 than in FY 05. In order to track progress toward achieving this goal, the numbers and percentage of Borrower Services cases received by the Ombudsman will be reported for each area of Borrower Services.	10/1/05	9/30/06			X		X	X	This item will help improve services to customers by reducing the number of cases that are escalated to the Ombudsman. Will improve customer service to borrowers by ensuring that they will not need to have issues elevated to the Ombudsman. Improvement in customer service will reduce the workload for staff and subsequently improve Human Capital Management.

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1 - Federal Student Aid Systems Integration and Technology	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 1 - ANNUAL ACTIVITIES														
2.14	Review Direct Loan Program current costs to ascertain potential cost reductions.	Borrower Services	Vigna	Continue to provide excellent service while reducing cost.	Complete a study of Direct Loans costs and determine changes that could reduce costs without impacting services to borrowers. Studies will be completed throughout the year, with the first study complete by 1/30/06 and the second study completed by 4/30/06 and the final study completed by 8/30/06.	10/1/05	9/30/06		X	X			X	Review of current operations will help determine changes/enhancements that might be implemented in future releases to improve program integrity and reduce program costs.
2.15	Implement the CSB system.	Borrower Services	Bowman Menard	Improve services to borrowers in repayment and default. Improve oversight and management of the student loan repayment and recovery systems.	Prepare for Implementation of the Common Services for Borrowers (CSB) system.	10/1/05	9/30/06	X	X	X		X	X	Implementing the CSB will reduce costs and improve program integrity by incorporating common business processes (integrating 4 separate systems into one) and promoting accurate and efficient use of data. It will improve products and services to our customers by consolidating various services and increasing Web-based self-services. It will also improve human resource management by improving work-flow processes.
2.15.1	Phase 1B: Prepare for conversion/migration of Legacy LC system and website to the Common Data Repository/CSB platform.	Borrower Services	Bowman Menard	Integrate systems and improve customer service and self service capacity.	-Review Requirement Specification Documents (RSDs). -Review system integration (SIT), and inter-system (IST) test plans. -Determine to accept or reject RSD, SIT, and IST.	10/1/05	4/30/06	X	X			X	X	#1 Integrate LC into the CSB. #2 Strengthens financial management by integrating the LC processes into the CSB and ensuring that timely data is available for day-to-day operations further ensuring the accuracy of data. #3 Borrowers and Customers will have access to their account data through the new CSB Web site and a link to the NSLDS that will automatically enter underlying loan data to LC applications for borrowers who consolidate loans.
2.15.2	Prepare for and implement the Siebel 7 servicing system.	Borrower Services	Bowman Menard	Improve oversight and reduce cost and complexity of contracts.	-Upgrade Siebel software from version 6.3 to 7.5.3 -Integrate with CDR/ CSB- Integrate with Interactive Voice Response system. -Complete 508 compliance testing -Review system documentation -Conduct Go Live Production readiness Review	10/1/05	7/31/06	X		X			X	#1 Integrate LC into the CSB; #3 Reduce Cost at the VDC.
2.15.3	Conduct and participate in the comprehensive assessment of the technical and non-technical security features and other safeguards associated to the LC System on the CSB Platform.	Borrower Services	Bowman Menard	Safeguard Privacy Act data.	-Obtain an interim authority to operate by 4/24/06. -Obtain certification and accreditation for authority to operate the LC System on the CSB platform. -The Department's Office of the Chief Information Officer (OCIO) will contract with a Certification Review Group which will determine whether the system meets the security requirements and make recommendations to the Federal Student Aid COO whether the system can or cannot operate.	10/1/05	7/31/06	X				X	X	#1 The C&A will validate the integrity of the technology securing and protecting Borrower data; #5 Improve services to customers by safeguarding Privacy Act Data.
2.15.4	Phase 2 Release 1: Migrate the Direct Loan Borrower records, financial and contact data, to the Common Data Repository/CSB Platform.	Borrower Services	Bowman Menard	Integrate systems.	-Conduct the Production Readiness Review to determine if the new system is ready for production by 11/17/05. -Complete the migration of all Direct Loan Servicing System records and functionality to the Common Data Repository/CSB Platform and eliminate the legacy DLSS.	10/1/05	11/27/05	X	X				X	#1 Integrate and migrate the DLSS platform and complete the transition of all Direct Loan data to the CSB/CDR. #2 Improve program integrity by establishing the base for common business processes to more effectively manage day to day operations and further ensure accuracy of data.
2.15.5	Prepare for and implement e-docs enabling borrowers to; -schedule recurring payments;-view electronic correspondence via on-line mailboxes; and-receive bills through Check Free institution.	Borrower Services	Bowman Menard	Integrate systems.	-Upgrade software from version 1.9 to 4.3 -Review all system documentation for acceptance. -Conduct Go Live Production Readiness Review. -E-docs implementation	10/18/05	5/29/06	X	X			X	X	#1 Integrate and migrate the CDDTS platform into the CSB/CDR. #2 Improve program integrity by establishing the single feed of financial data to FMS to efficiently and effectively manage day to day operations and incorporating CDD data into the common business processes to more effectively manage day to day operations and ensure accuracy of data. #4 Improve Human Capital Management by enhancing the imaging work flow queues that automates the review and approval of borrower entitlements by Federal Student Aid staff.

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1 - Federal Student Aid Systems Integration and Technology	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 1 - ANNUAL ACTIVITIES														
2.15.6	Conduct and participate in the comprehensive assessment of the technical and non-technical security features and other safeguards associated with the CDDTS on the CSB Platform.	Borrower Services	Bowman Menard	To safeguard Privacy Act Data.	-Obtain Interim Authority to Operate by 4/24/06. -Obtain Certification and Accreditation for Authority to Operate the CDDTS on the CSB Platform. -The Department's OCIO will contract with a Certification Review Group which will determine whether the system meets the security requirements and make recommendations to the Federal Student Aid COO whether the system can or cannot operate.	11/2/05	8/30/06	X				X	X	#1 The C&A will validate the integrity of the technology that will secure and protect the Borrower's data. #5 Improve services to customers by safeguarding Privacy Act Data.
3.1	Perform National Student Loan Data System (NSLDS) maintenance and operations activities.	Financial Partners	Fontana Eliadis	Continue to provide and maintain a comprehensive and centralized repository of information for Title IV recipients and their loans, Pell grants, lenders, GAs, servicers and schools. Fulfill the functions of student aid eligibility, CDR's, student enrollment tracking, audit and program reviews, research and policy development, budget formulation and execution, loan transfer tracking, GA and lender payment reasonability, financial aid history, student transfer monitoring, and GA fees.	-Provide monthly data providers benchmark reports as well as an annual summary report. -Review and distribute benchmarks each month to data providers and ED staff. -Review and distribute annual report by 2/1/06. -Provide quarterly GA fee calculations data to the FMS to make payment. -Review and ensure FMS receipt of GA fee payments 45 days after each fiscal quarter. -Provide CDR calculations and data by 2/15/06 and 9/30/06. -Review CDR's for accuracy and provide to schools electronically by 2/15/06 and 9/30/06. -Provide CDR's to PEPS by 1/31/06 and 8/31/06.  -Calculate and review monthly GA reasonability reports beginning 10/16/06. -Ensure uninterrupted student eligibility services, such as prescreening and transfer monitoring to Title IV recipients.	10/1/05	9/30/06		X	X		X	X	NSLDS improves products and services, product integrity and reduces costs by providing a centralized database for internal and external users to utilize when delivering TIV Aid to students. It provides eligibility information to Financial Aid Advisors that is used in the prevention of aid to ineligible students. The system also assists in determining school eligibility of participation in TIV Aid by calculating CDR's. NSLDS assists loan servicers in determining when a borrower should enter repayment by capturing and providing student enrollment information. Data from the system is also used for enterprise analytics for policy making and budget forecasting.
3.1.1	Review, evaluate, and prepare data provider monthly benchmark reports.	Financial Partners	Eliadis		-Provide monthly data provider benchmarks as well as an annual summary report. -Review and distribute benchmarks each month to data providers and ED staff. -Review and distribute annual report by 2/1/06.	11/14/05	9/18/06		X	X		X	X	
3.1.2	Calculate quarterly GA fee calculations and send to the FMS.	Financial Partners	Eliadis		-Provide quarterly agency fee calculations data to FMS to make payments. -Review and ensure FMS receipt of GA fee payments 45 days after each fiscal quarter.	11/15/05	8/15/06		X				X	
3.1.3	Participate in pre-calculation coordination efforts, calculate draft by Feb 15, and official CDR's by Sep 30; electronically send the school rates and post to the website.	Financial Partners	Fontana Eliadis		-Provide CDR calculations and data by 2/15/06 and 9/30/06. -Review CDR's for accuracy and provide to schools electronically by 2/15/06 and 9/30/06. -Provide CDR's to PEPS by 1/31/06 and 8/31/06.	12/1/05	9/30/06		X				X	
3.1.4	Calculate and monitor functionality of GA reasonability on a monthly basis.	Financial Partners	Eliadis		-Calculate and review monthly GA reasonability reports beginning 10/16/05.	10/16/05	9/30/06		X				X	

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						
								1 - Federal Student Aid Systems Integration and Technology	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
TIER 1 - ANNUAL ACTIVITIES														
3.1.5	Monitor the compliance of data reporting from all data providers to identify and resolve exceptions.	Financial Partners	Fontana Eliadis		Provide quarterly report listing exceptions and resolution to assist in monitoring the timeliness and accuracy of data reporting.	10/1/05	9/30/06		X			X	X	
3.1.6	Monitor day to day operations of NSLDS by ensuring system availability, uninterrupted student eligibility services and monitoring system performance.	Financial Partners	Fontana Eliadis		-Submit monthly reports on system non-availability to users. -Submit quarterly exception reports to uninterrupted student eligibility services, such as pre-screening and transfer monitoring. -Submit quarterly reports on system performance and possible improvements.	10/1/05	9/30/06		X			X	X	
3.2	Perform maintenance and operation activities for the Financial Partners (FP) Data Mart.	Financial Partners	Fontana Beavers	Ensure uninterrupted service to internal and external data mart users.	Submit monthly reports on data loads, ensuring that loads are consistent, timely, and accurate, thereby ensuring that Financial Partners Data Mart (FPDM) data is useful for analysis purposes. Perform upgrades as necessary.	10/1/05	9/30/06		X			X	X	FPDM improves products and services and improves program integrity by providing summary data that can be used to evaluate the health of the FFEL Program. It enables Federal Student Aid staff to more easily build reports and perform analysis.
3.2.1	Monitor data mart feeds to provide accurate, concise and timely data to users. Prepare tracking reports depicting data load activities on a monthly basis. Reports will be available five business days after close of the month.	Financial Partners	Beavers		Submit a monthly summary report that tracks when data was loaded to the data mart. This report should include the date and time, the source, the method used for verification and validation, and the date validated.	10/1/05	9/30/06		X			X	X	
3.2.2	Perform software upgrades as necessary, including Microstrategy and Oracle.	Financial Partners	Beavers		Perform Microstrategy upgrade: -Test plan approved by 12/1/05. -Testing completed by 1/15/06. -Implementation by 1/31/06.  Perform Oracle 10g upgrade: -Test plan approved by 4/1/06.	11/1/05	4/1/06		X			X	X	
3.2.3	Re-procure maintenance and operation support.	Financial Partners	Beavers		Work with contracts office to determine strategy for continuing support of operations and maintenance. Determine solution and award contract.	10/1/05	12/31/05		X			X	X	



PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1 - Federal Student Aid Systems Integration and Technology	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 1 - ANNUAL ACTIVITIES														
3.3	Perform operations activities for the FP Portal.	Financial Partners	Fontana Beavers	Provide relevant and current information about Federal Student Aid and the FP business unit to the FP user community.	-Monitor and provide monthly summary reports of information posted and the related number of hits received to verify timeliness of information posted and use of data by the community. -Implement standard query calendar schedules. -Remove aged information and determine strategy for evergreening information. -Review suggested changes from users and determine implementation strategy. -Implement new look and feel at a high level, and perform Web site Review to Implement other changes.	10/1/05	9/30/06	X				X	X	By providing better information to users, and by improving its presentation, Federal Student Aid hopes to increase the number of portal users, thereby ensuring that customers have access to accurate timely information.
3.3.1	Obtain/evaluate feedback from FPs' user community on value of information posted on the FP Portal.	Financial Partners	Beavers		-Review output of community focus group and other input, and determine which suggestions could be implemented. -Continue to obtain feedback through user sessions and discussions, and develop plan for evaluating changes.	10/1/05	9/30/06	X				X	X	
3.3.2	Monitor and evaluate Web page hits to determine the usefulness of Web content so we maintain the most pertinent current information and develop applicable future content. Reports depicting monthly activity will begin five business days after the close of the month.	Financial Partners	Beavers		Monitor and provide monthly summary reports of information posted.	10/1/05	9/30/06	X				X	X	
3.3.3	Enhance the usage of the portal by posting additional information and updating current information.	Financial Partners	Beavers		-Implement standard query calendar schedule to eliminate inquiries. -Remove aged information and determine strategy for evergreening information.	1/1/06	9/30/06	X				X	X	
3.3.4	Implement look and feel changes required by the enterprise.	Financial Partners	Beavers		By October 22, implement new look and feel to the extent required by the enterprise. Perform Web site review and implement other incremental core changes on a schedule to be developed, with completion target to coincide with implementation of ADvance in Jan 2007, using a schedule developed by a cross organizational team.	10/1/05	9/30/06					X	X	
3.4	Perform Leveraging Educational Assistance Partnership/ Special Leveraging Educational Assistance Partnership (LEAP/SLEAP) activities.	Financial Partners	Fontana Sutphin	Augment state financial aid programs through statutorily mandated federal programs.	Provide the following accurately and timely: -Prepare annual performance reports by 12/31/05. -Publish Award Year 05 Deadline Dates Notice by 3/31/06. -Approve applications and mail award notifications by 7/1/06.	10/15/05	7/1/06		X				X	The LEAP/SLEAP project furthers Federal Student Aid's goals by continuing to enhance the timeliness and accuracy of delivery of grant funds to the participating states.
3.4.1	Review, evaluate, reconcile, and prepare performance reports for AY 05.	Financial Partners	Gerrans		Prepare mandated annual performance reports for monitoring the expenditure of grant funds by state agencies by 12/31/05.	10/15/05	12/31/05		X				X	
3.4.2	Prepare and submit clearance paperwork for publication of the Award Year 06 Deadline Dates Notice.	Financial Partners	Gerrans		Publish AY 05 Deadline Dates Notice by 3/31/06 to provide participants with timeframes associated with applying and receiving grant awards.	1/10/06	3/31/06		X				X	
3.4.3	Review and approve applications from states. Obligate, generate, and mail grant award notifications to states for AY 06.	Financial Partners	Gerrans		Approve applications for grant aid and mail award notifications by 7/1/06 to meet statutory requirements.	6/1/06	7/1/06		X				X	

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1 - Federal Student Aid Systems Integration and Technology	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 1 - ANNUAL ACTIVITIES														
3.5	Perform Voluntary Flexible Agreement (VFA) activities.	Financial Partners	Fontana Sutphin	Administer statutorily mandated program to enhance GAs' default aversion activities.	-Provide an annual report tracking the processing time for new and renegotiated VFA Applications. -Submit Quarterly Performance Measure Assessment and Benchmarking data to Federal Student Aid dashboard and continue to enhance data quality and statistics reported. -Address issues regarding Cost Neutrality in a timely manner (if applicable). -Renegotiate existing VFA agreements.	10/1/05	9/30/06		X	X		X	X	The VFA project furthers Federal Student Aid's goals by seeking ways to reduce delinquency and default expenses to ED and the taxpayer. The program also allows GAs to develop new and innovative methods for resolving delinquency and default that can be used by other GAs to improve the overall FFEL program.
3.5.1	Evaluate new VFA proposals and provide a final decision and notification on each proposal.	Financial Partners	Sutphin		Provide an annual report tracking the processing time for new VFA Applications and use the report to establish processing time improvement targets for FY 07.	4/1/06	9/30/06		X			X	X	
3.5.2	Evaluate and re-negotiate existing VFA agreements to ensure compliance with the President's FY 06 Budget proposals and cost neutrality.	Financial Partners	Sutphin		Re-negotiate existing VFA agreements by 3/31/06, with an anticipated effective date of 10/1/06.	10/1/05	3/31/06		X	X		X	X	
3.5.3	Exploit existing system capabilities to continue to enhance the collection of data used to monitor performance of the VFA agreements through benchmark reports and quarterly reporting to the Federal Student Aid Dashboard.	Financial Partners	Kheire		-Submit Quarterly Performance Measure Assessment and Benchmarking Report by the end of each quarter to the Federal Student Aid Dashboard. -Add new performance measures as developed for new/existing VFA agreements through re-negotiation. -Address issues of cost neutrality in a timely manner (if applicable).	1/3/06	9/30/06		X	X		X	X	
3.6	Perform Exceptional Performer (EP) activities.	Financial Partners	Fontana Sutphin	Administer statutorily mandated incentives program to encourage loan servicing entities to achieve and maintain a high level of servicing efficiency.	-Process new EP applications in legislated timeframe of 60 days or less. -Complete all scheduled EP program reviews in FY 06 and report results. -Address deficiencies discovered during EP program reviews in a timely manner. -Prepare quarterly summary reports detailing the issue, corrective actions and future monitoring and oversight activities.	10/1/05	9/30/06		X	X		X	X	The EP project contributes to Federal Student Aid's goals by enhancing the methods for monitoring and oversight of the these entities to ensure eligibility and continuing eligibility for participation in this program, a reduction in the incidents of improper payments under the program, and that Federal Student Aid meets its legislative obligations in a timely and accurate manner.
3.6.1	Evaluate and process new EP applications within legislated timeframes.	Financial Partners	Fusco		Process new EP applications in legislated timeframe of 60 days or less.	10/1/05	9/30/06		X	X			X	
3.6.2	Monitor performance of approved EPs, ensuring that all program reviews are completed by the end of FY 06, and that all deficiencies are addressed in a timely manner.	Financial Partners	Fusco		-Complete all scheduled EP program reviews in FY 06 and report results. -Address deficiencies discovered during EP program reviews in a timely manner. -Prepare quarterly summary detailing the issue, corrective actions and future monitoring and oversight activities and incorporate into the quarterly report generated under item 3.7.1.	10/18/05	9/30/06		X	X		X	X	
3.6.3	Continue to enhance the monitoring and oversight of EP's by reviewing and revising the documented procedures for approving and monitoring EP's.	Financial Partners	Fusco		Update/implement procedures and provide staff training on the new procedures by 12/31/05.	10/1/05	1/31/06		X	X		X	X	

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)	
								1 - Federal Student Aid Systems Integration and Technology	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately		
TIER 1 - ANNUAL ACTIVITIES															
3.7	Enhance program monitoring and oversight.	Financial Partners	Fontana	Provide assistance and guidance in maintaining a clean audit. Conduct comprehensive program reviews of GAs and lenders/servicers in an effort to provide proper oversight and monitoring of FP's, and provide the necessary guidance and feedback to raise effectiveness and efficiencies. Review third-party audits to identify work enhancements for subsequent oversight. Raise effectiveness and efficiencies of regional and national review process through the use of the FPDM and GA and Lender scorecards.	<p>-Prepare and submit a quarterly summary report capturing the results of each review.</p> <p>-Complete all FY 06 scheduled reviews and review reports accurately and in a timely manner.</p> <p>-Based upon report findings/observations and staff information sharing, adjust future focus of reviews accordingly.</p> <p>-Address proactively GAs that are in financial trouble by developing additional tools to gauge fiscal health and enhancing procedures for implementing/monitoring GA management plans.</p> <p>-Complete field work associated with Lenders billing ED for loans eligible for 9.5% tax exempt Lender Reporting System (LaRS) billing, publish a report of the final results including recommendations for reduction targets in FY 07.</p> <p>-Prepare a report to Congress by 7/31/06.</p> <p>-Review and analyze draft CDR's; issue rates by 2/15/06.</p> <p>-Conduct follow-up with GAs to determine reason for changes in default rates by 6/15/06.</p> <p>-Prepare default rate guide, notification letter and press release materials for release of official CDR's by 9/30/06.</p> <p>-Issue official CDR letters to all GAs and lenders by 9/30/06.</p> <p>-Prepare reports showing FP Data Mart contribution to risk reduction for FY 06.</p> <p>-Prepare a report on the Federal Reserve Ratios for all GAs.</p> <p>-Ensure that FP issues are addressed and resolved to support Federal Student Aid's clean audit for FY 06.</p> <p>-Continue to align program review focus areas from the results identified through the audit process.</p> <p>-Prepare a report detailing monitoring and oversight activities of GAs and Lenders.</p> <p>-Review and revise Form 2000 Instructions to address changes associated with 11i upgrade.</p> <p>-Prepare a tracking log of Forms 2000 Annual Report Submissions.</p> <p>-Complete review and analysis of all GA Annual Reports; conduct follow-up as needed for all non-approved reports.</p> <p>-Prepare an annual tracking report of GA and lender audits received.</p> <p>-Prepare Program Determination Letters, Appeals and/or Corrective Action Plan (CAP) to applicable Office of the Inspector General (OIG) audits.</p> <p>-Work with contracts to apply standard valuation of federal GA assets and make recommendations.</p> <p>-Submit recommendations for Department-level approval.</p> <p>-Prepare determination documentation and coordinate communication with GAs relevant to the valuation.</p>	10/1/05	9/30/06		X	X	X	X	X	By enhancing the monitoring and oversight of the FFEL participants, FPS facilitates Federal Student Aid meeting its goals by ensuring that the FFEL participants are properly administering the program on behalf of ED in a manner that minimizes risk to the program, ED, and the taxpayer and maximizes the benefits of the program for the student. This includes a risk focused program review schedule and benchmark reporting to assess progress throughout the fiscal year, enhanced data collection methods and processes for improper analyzing and reporting for improper payments and entities eligible for tax exempt subsidies, and the further development of processes and procedures regarding entities that are at financial risk.	

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1 - Federal Student Aid Systems Integration and Technology	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 1 - ANNUAL ACTIVITIES														
3.7.1	Perform program reviews of GAs and lenders/servicers. Prepare and enhance quarterly summary reports detailing issues, corrective actions and future monitoring and oversight activities for FY 06 program review focuses. Reports will be available 15 days after the close of the quarter. Use the report information to develop review plans for FY 07.	Financial Partners	Russo	Conduct comprehensive program reviews of GAs and lenders/servicers to provide proper oversight and monitoring of FP's, and provide the necessary guidance and feedback to raise effectiveness and efficiencies.	-Prepare, enhance, and submit quarterly summary reports capturing the results of each review, identifying the individual issues, the immediate corrective actions, and the future monitoring and oversight needs. -Develop and implement Federal Student Aid Dashboard statistics to address review coverage throughout FY 06. -Complete all FY 06 scheduled reviews accurately and in a timely manner and publish program review reports to the reviewed entity within 45 days after completion of the onsite visit. -Based upon report findings/observations and staff information sharing, adjust future focus of reviews accordingly.	10/15/05	9/30/06		X	X			X	
3.7.2	Enhance the monitoring of the fiscal health of the GAs and implement management plans for GAs whose reserve ratios drop below the minimum threshold that appear to be in financial difficulty based on FP Services assessment of various factors.	Financial Partners	Sutphin Halaska		-Address proactively GAs that are in financial difficulty developing and implementing management plans to restore the financial soundness. -Develop and enhance tools and indicators that assess the financial soundness of GAs.	11/1/05	9/30/06		X	X		X	X	
3.7.3	Prepare the legislatively mandated report to Congress on GA Fiscal Soundness.	Financial Partners	Sutphin Turner Rigo	Provide Congress with timely information regarding the soundness of the GAs as required by legislation.	1) Prepare a draft report and submit to clearance 7/31/06. 2) Deliver completed report to Congress by 9/30/06.	1/3/06	9/30/06		X			X	X	
3.7.4	Perform CDR analyses and provide technical assistance. Prepare default rate guide, notification letters and materials for distribution and posting of draft (GAs only) and official (GA and Lender) CDR's. Coordinate the press release and summary of national CDR data with Default Management Division (Schools).	Financial Partners	Turner		-Review and analyze draft CDR's and issue rates to GAs by 2/15/06. -Conduct follow-up discussions and analysis with selected GAs to ensure accuracy of data and to determine reason for increases or decreases in default rates by 6/30/06. -Prepare default rate guide, notification letter and press release materials for release of official CDR's by 9/30/06. -Issue official CDR letters to all GAs and lenders by 9/30/06.	1/3/06	9/30/06		X	X		X	X	
3.7.5	Utilize GA/lender scorecards to reduce risk and improve review process.	Financial Partners	Wallace	Raise effectiveness and efficiencies of regional and national review process through the use of the FP Data Mart and GA and Lender scorecards.	Prepare and provide quarterly benchmark reports that show how the FP Data Mart contributed to the reduction of risk for FY 06.	1/3/06	9/30/06		X	X		X	X	
3.7.6	Perform analysis of Federal Fund data and calculate Federal Reserve Ratios for all GAs.	Financial Partners	Turner		Prepare a report on the Federal Reserve Ratios for all GAs, identifying those GAs that fall below the allowable minimum reserve level.	1/16/06	6/30/06		X	X		X	X	
3.7.7	Participate and provide support for ED's FY 06 annual financial statement audit to ensure all FPs' prepared by client (PBC) items are addressed.	Financial Partners	Rigo	Continue to provide assistance and guidance to maintain a clean audit.	-Ensure that FPs' issues are addressed and resolved timely and accurately to support Federal Student Aid's clean audit for FY 06. -Continue to align program review focus areas from the results identified through the audit process.	2/1/06	9/30/06		X				X	
3.7.8	Continue to review and revise, as appropriate, the Form 2000 annual instructions to comply with Chief Financial Officer (CFO) and FP Services reporting requirements.	Financial Partners	Turner		-Complete review of annual instructions for Form 2000. -Revise instructions and submit for approval. -Release revised instructions.	10/1/05	6/30/06		X			X	X	

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1 - Federal Student Aid Systems Integration and Technology	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 1 - ANNUAL ACTIVITIES														
3.7.9	Analyze, review and approve Form 2000, Annual Report submissions for accuracy and to ensure compliance and consistency of reporting by GAs.	Financial Partners	Turner		-Complete review and analysis of all GA Annual Reports. -Approve/Disapprove all GA Annual Reports. -Conduct follow-up (as needed) with GAs if Annual Report is not approved. -Maintain and complete issues log of Form 2000 Annual Report submissions by 9/30/06.	2/1/06	9/30/06		X	X		X	X	
3.7.10	Monitor and review GA and Lender annual compliance audits. Review and resolve OIG audits.	Financial Partners	Turner		-Prepare an Annual Tracking Report of GA and Lender Audits received. -Prepare Program Determination Letter, Appeals and/or CAP in response to applicable OIG audits.	1/3/06	9/30/06		X	X		X	X	
3.7.11	Evaluate, resolve, settle and/or negotiate financial matters related to federal assets of GAs such as commercial real property, business, equipment, and software.	Financial Partners	Rigo		-Prepare an internal evaluation of the relevant materials and information. -Work with contractor to apply standard valuation methodologies and prepare a recommendation report. -Submit valuation recommendation to FP, Office of Postsecondary Education (OPE), OIG, and Office of the General Counsel (OGC) management for concurrence. -Prepare determination documentation and coordinate communication with GAs relevant to the valuation.	10/3/05	9/30/06			X			X	
3.8	Implement quarterly action plans for the President's Management Agenda (PMA) initiative, Eliminating Improper Payments.	Financial Partners	Fontana Sutphin	Comply with Prompt Pay and Improper Payments Legislation. Assess the risk, select and test sample transactions, estimate improper payments, report results and other steps as needed to go green for Estimating Improper Payments.	-In collaboration with Office of Management and Budget (OMB), mitigate the additional risks associated with the potential for improper or erroneous payments in the FFEL program. -Develop improper payment reduction methodologies and CAP that will reduce the amounts of estimated over and under payments. -Q-1 Develop CAP (CAP) for FFEL improper payment reductions and complete analyses of various methods discussed with OMB. -Q-2 Meet CAP targets and recalculate improper payments reduction targets based on the method chosen in Q-1. -Begin recovery plan, with applicable explanation and recovery targets. -Q-4 Complete Q-4 plan.	10/1/05	9/30/06		X	X			X	
3.8.1	Complete field work on 9.5% Tax Exempt eligible loans billed to ED and develop recommendations for billing reduction targets. Implement process for monitoring volume of 9.5% billings.	Financial Partners	Wallace	Provide an enhanced process for monitoring the volume and trends associated with 9.5% LaRS lender billings to ED.	-Establish a validated baseline of tax exempt bonds held by lenders. -Develop and implement a consolidated reporting mechanism that tracks trends in tax exempt bond volume and LaRS billing for monitoring trends, risk assessment, and reporting for Senior/Executive Management.	10/1/05	9/30/06		X	X			X	
3.8.2	Compile, analyze and prepare 9.5% Tax Exempt loan volume data chart on a quarterly basis.	Financial Partners	Turner	Provide an enhanced process for monitoring the volume and trends associated with 9.5% LaRS lender billings to ED and loan volume to senior ED officials and other governmental agencies [i.e., GAO, Congressional Budget Office (CBO)].	-Compile data and prepare data chart on a quarterly basis within 45 days after the prior quarter ends. -Provide summary analysis of data including any anomalies and forward to Regional office for further review and/or resolution.	10/1/05	9/30/06		X	X			X	

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1 - Federal Student Aid Systems Integration and Technology	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 1 - ANNUAL ACTIVITIES														
4.1	Manage FMS operations.	CFO	Thomas Hurt	The Federal Student Aid FMS allows the Federal Student Aid CFO to account for all Federal Student Aid program transactions (e.g. FFEL, GA, Pell, Direct Loan, etc.), perform funds checking, performs financial reporting, and processes Federal Student Aid payments. FMS, consisting of Oracle U.S. Federal Financials, is the single point of financial information, integrating transactions both from the Federal Student Aid feeder systems as well as from the Department's CFO Grants Administration Payment System (GAPS). Accordingly, FMS provides consolidated data to support key management analysis and is the only place within the Department of Education to obtain a comprehensive financial picture of a school across all Federal Student Aid programs.  There is a need to further define and implement new FMS requirements related to CSB Phase 2 Releases 2 & 3, new HEA and Hurricane legislation, and archiving.	FMS operational performance measures are met on a monthly basis. Measures include but are not limited to: average transaction processing times (by feeder system), percent of payments that are electronic, number of calendar days/hours required to complete monthly closing procedures, average time to log all system change requests, percent of change requests requiring re-work and percent of help desk calls closed in one day. The successful implementation of the following new baseline enhancements are additional success measures: Archiving; CSB Phase 2, Release 2 & 3; O11ie support; HEA system changes.	10/1/05	9/30/06		X			X	X	The A-123 compliance effort is expected to greatly improve internal controls over financial reporting, because it requires the documentation, assessment, and, if applicable, the remediation of these controls annually.  By documenting and assessing internal controls over financial reporting, Federal Student Aid will also have an opportunity to identify process improvements. While not the first priority of the effort, it is a side benefit that should pay off in improved customer satisfaction where improvements are identified and implemented.
4.2	Sustain clean audit opinion and address material weaknesses and reportable conditions identified in annual financial statement audits.	CFO	Hunter Selvage	Meet government-wide accounting and financial management requirements issued by Federal Accounting Standards Advisory Board (FASAB), OMB and Treasury.	-Ernst & Young issues an unqualified opinion of Federal Student Aid's financial statements for FY 05. -CFO will follow and meet Federal Student Aid's audit deadlines.	10/1/05	9/30/06		X			X	X	Unqualified audit opinion is issued by Independent Public Auditors (IPAs). The IPA and OIG believes that Federal Student Aid's financial records are fairly stated. This third party opinion adds credibility and program integrity to Federal Student Aid's management of program funds.
4.2.1	Sustain and improve timely reconciliations and implement other procedures needed to comply with accelerated reporting requirements.	CFO	Smith Hilliard	Comply with OMB requirements for monthly/quarterly and annual financial reports to bring Federal Student Aid into compliance with commercial best practices.	-Reconcile Federal Student Aid accounts and identify differences within 30 days after month-end close. -Research differences within 45 days after month end close.	10/1/05	9/30/06		X			X	X	Timely reconciliations are essential to good financial management and essential in obtaining an unqualified opinion on Federal Student Aid's financial statements. They assure that balances reported on the financial statements are accurately reported, and assist in timely detection of systematic issues.
4.2.2	Coordinate with program offices to deliver high-quality PBC items on a timely basis.	CFO	Hunter Selvage	Meet accelerated financial reporting requirements established by OMB in compliance with the CFO Act.	Deliver 95% of PBC items within agreed upon deadlines, using agreed upon QC procedures.	10/1/05	9/30/06		X			X	X	Providing better PBC (audit products) helps Federal Student Aid to obtain an unqualified audit opinion, which in turn improves program integrity. To accomplish this we meet with auditors to clarify needs and then draft standard operating procedures to ensure the delivery of quality products.
4.2.3	Review Credit Reform estimates.	CFO	Khalsa Fontana Szabo Hopkins	As part of implementing the requirements of the Credit Reform Act, agencies are required to estimate the net cost of extending credit over the life of a direct loan or guaranteed loan based on the present value of estimated net cash flows, excluding certain administrative costs. During the auditors' testing of the Department's implementation, they noted that the management controls surrounding the calculation and reporting of the loan activity and subsidy estimates could be improved.	Perform review of credit reform estimates, provide input and feedback to the estimates, and book the credit estimate journal entries into the FMS ledger.	10/1/05	9/30/06		X			X	X	The integrity of credit estimates is greatly enhanced by understanding and buy-in by program management. Although Federal Student Aid has limited knowledge and understanding of Budget Service's credit estimation processes and controls, Federal Student Aid's input and feedback on the credit estimates have revealed several opportunities for improvement.

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1 - Federal Student Aid Systems Integration and Technology	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 1 - ANNUAL ACTIVITIES														
4.3	Comply with A-123 requirements.	CFO	Blot Hurt	The objective of the internal control program is to ensure effectiveness and efficiency of operations, reliability of financial reporting, and compliance with laws and regulations. Compliance with laws and regulations shall include, among other requirements, that assets and system resources and data are safeguarded against fraud, waste, and abuse.	Federal Student Aid establishes internal control framework and begins assessing and testing business processes that contribute to significant financial report line items. Framework includes the hiring of the Federal team; the management of contractor services; the implementation of an internal control tool; the identification of significant reports, line items, GL accounts, and processes; the mapping of significant processes and internal controls; and the assessment and testing of those controls.  Federal Student Aid asserts to the general effectiveness of internal controls as of 6/30/06. OMB finds that Federal Student Aid internal control efforts allow Department of Education to substantially comply with A-123 requirements.	10/1/05	9/30/06		X			X	X	The A-123 compliance effort is expected to greatly improve financial controls. By documenting and assessing our financial controls.  By documenting and assessing controls, Federal Student Aid will also have an opportunity to identify process improvements. While not the first priority of the effort, it is a side benefit that should pay off in improved customer satisfaction where improvements are identified and implemented.
4.4	Manage activity-based management program.	CFO	Tracey Nelson	In order to facilitate the reduction of administrative costs, identify business process improvement opportunities, and assist in budget formulation, Federal Student Aid is establishing an activity-based costing program.	-Completion of the FY 05 model, based on actual costs and measures. -Identification of specific examples where the model has improved Federal Student Aid processes and/or reduced Federal Student Aid costs. -Integration of numbers developed by the model in FY 07 and FY 08 budget formulation and projections.	10/1/05	9/30/06			X		X	X	The ABC effort uses the model to perform analysis that allows Federal Student Aid to identify costs that are not in-line with industry standard and/or other benchmarks.  When considering costs in the context of outputs, Federal Student Aid will also consider the processes that led to the outputs. This will provide Federal Student Aid with another view of its processes that should spur further improvement ideas.
4.5	Administer a budget reporting schedule to provide management and Federal Student Aid budget staff with a comprehensive package of budget information to facilitate decision making and fund management.	CFO	Nelson Lucas	Federal Student Aid obligates almost \$1 billion yearly to operate student financial assistance, using more than 100 contract vehicles and staff of over 1,000. The status of funds supporting these resources, and the processes to execute the budget must be monitored through effective reporting so that resources can be directed to fulfill Performance Plan objectives.	-Effectively manage Federal Student Aid's appropriation and assure obligation of funds conform to anti-deficiency requirements. -Deliver Status of Funds Report and other monthly budget reports delivered to EMT the second Monday of every month. -Ensure no administrative funds lapse. -Work with EMT to ensure Federal Student Aid priorities are funded.	10/1/05	9/30/06						X	
4.6	Continue to improve the effectiveness of the Monthly Forms 2000 reasonableness tests and reconciliations.	CFO	Hilliard Hurt	Maintain effective control over partner data and guarantee loan balances.	Improve identification and resolution of differences above 2% between amounts reported on Forms 2000 and the supporting records for these amounts; and, recommend solutions to minimize future differences.	10/1/05	9/30/06		X				X	Effective identification and resolution of discrepancies in FPs' reporting is essential to good financial management and obtaining an unqualified opinion on Federal Student Aid's financial statements.
4.7	Implement quarterly action plans for the PMA initiative, Eliminating Improper Payments. Implement annual action plan for the annual Improper Payments report for the Performance and Accountability Report (PAR).	CFO	Khalsa Selvage	Provide ongoing, pro-active coordination of agreed-upon Federal Student Aid team improper payment deliverables as required under the PMA and the Improper Payments Information Act of 2002 (IPIA).	-Federal Student Aid will maintain a "green" score (per OMB standards for success) for "Progress", and a "yellow" score for "Status" in implementing the Eliminating Improper Payments PMA initiative. To attain a yellow status, the following standards must be met. -Q-1 Put in place a risk assessment that identifies all programs that are at significant risk of improper payments. Develop an OMB-approved CAP that includes aggressive, yet feasible, reduction targets. -Q-2 Have an OMB-approved plan for measuring improper payments on an annual basis and meet the milestones established in the plan that include the following for each risk susceptible program: yields a statistically valid annual improper payment amount; tracks sampled payments through each phase of the payment lifecycle; and identifies the causes of error so that CAP's can be tailored appropriately. -Q-3 Comply with improper payments reporting requirements.	10/1/05	9/30/06		X	X		X	X	

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1 - Federal Student Aid Systems Integration and Technology	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 1 - ANNUAL ACTIVITIES														
4.8	Implement quarterly action plans for the PMA initiative, Credit Program Management.	CFO	Berger Jacks Fontana Szabo Hopkins	Provide ongoing, pro-active coordination of agreed-upon Federal Student Aid team credit program management deliverables as required under the President's Management Agenda.	Federal Student Aid will earn a GREEN score (per OMB standards for success) for "Progress" and a YELLOW score for "Status" in implementing the Credit Program Management PMA initiative. To attain a YELLOW score, the following abbreviated standards must be met for major credit programs:  (1) Define target borrower segments clearly; regularly assess whether its borrowers meet that definition and whether such borrowers comprise an acceptable risk that can be managed effectively. (2) Verify lenders have sound lending policies and procedures for transaction approval processes, loan portfolio management, and loss recovery. (3) Maintain a reasonable level of risk through effective management information reporting. (4) Establish goals to control the total cost of loan programs. (5) Comply with the Debt Collection Act of 1996.  To attain a GREEN score, must achieve all YELLOW criteria, and:  (1) PART scores of at least 80 on program design for at least 75 percent of major credit programs. (2) Goals related to reaching target borrowers and reducing deviation from risk standards. (3) Goals to reduce the total cost of servicing and liquidating loans and to improve the rate of debt recovery. (4) Customer satisfaction ratings that meet or exceed industry standards.	4/1/06	9/30/06		X	X		X	X	Development of a strategy for addressing credit program weaknesses provides multiple opportunities for improving management functions and potentially reducing delinquent debt, in addition to substantial cost savings on the reduced administrative and subsidy cost expenses.
5.1	Provide Enterprise Architecture (EA) management.	CIO	Reddy	This initiative is for leadership of the EA program including management of alignment points with Data Architecture, Capital Planning Investment Control (CPIC), Strategic Planning, and EPMS Program Management, and the Department of Education. This includes PMA and Clinger-Cohen requirements.	-Adopt a coordinated EA Governance Process that effectively aligns technology decisions to Federal Student Aid's business needs, the Investment Planning Council (IPC) and the IT lifecycle management processes. This will be demonstrated by: -Maintaining and building on prior year accomplishments, legislative, and Department alignment. -Publishing the IT Strategy and completing a gap analysis of the IT Strategy and capabilities to deliver on Federal Student Aid's IT objectives and goals, by 1/16/05. -Providing transition guidance for Federal Student Aid investment efforts by defining project governance and suggesting standards for work products.	10/1/05	9/30/06	X	X	X		X	X	By formalizing documentation of Federal Student Aid's IT Strategy in support of the Business Strategy and assisting in the implementation of an improved IT Strategic Planning Process and by Defining program and project Governance, suggesting standardized work products for use within Federal Student Aid. By providing EA reviews of business cases in support of Select, Control and Evaluate phases.
5.1.1	Adopt a coordinated EA Governance Process that effectively aligns technology decisions to Federal Student Aid's business needs, the IPC and the IT lifecycle management processes.	CIO	Reddy	Federal Student Aid needs to track and monitor IT funding for consistency with the "as-is" and "target state vision" that supports Federal Student Aid's overall business needs.	-Architectural Reviews of selected investments (quarterly). -Perform Exhibit 300 review for Federal Student Aid IT Portfolio of investments for Presidential Budget cycle (Jul 2006 - Sep 2006).	10/1/05	9/30/06						X	By providing EA reviews in support of Select, Control and Evaluate phases.
5.1.2	Perform EA Review of major Federal Student Aid investments for internal Select Phase (Mar 2006 - Jul 2006).	CIO	Reddy	Federal Student Aid needs to track and monitor IT funding for consistency with the "as-is" and "target state vision" that supports Federal Student Aid's overall business needs.	Perform EA Review of major Federal Student Aid investments for internal Select Phase (Mar 2006 - Jul 2006).	3/31/06	7/31/06						X	By providing EA reviews in support of Select, Control and Evaluate phases.



PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1- Federal Student Aid Systems Integration and Technology	2- Improve Program Integrity	3- Reduce Cost	4- Improve Human Capital Management	5- Improve Products and Services	6- Deliver Student Aid Effectively and Accurately	
TIER 1 - ANNUAL ACTIVITIES														
5.1.3	Maintain and build on prior year accomplishments, legislative and Department alignment.	CIO	Reddy	OMB, GAO, OIG (2002 audit), and the Department require Federal Student Aid to demonstrate alignment of our Federal Student Aid EA with the Department of Education's agency-wide EA. The purpose of this task is to continue sharing our EA products and working with the Department to better align our goals and results; continue to brief OMB, GAO, and OIG on our joint results; and provide written responses to OMB and GAO audits.	-Prepare and use the EA completion and use plan to improve EA maturity level (ongoing). -Conduct EA Self Assessment and participate in OMB assessment (Apr 2006 - Jun 2006). -Participation and leadership through EA Modeling workgroup and EA Steering Committee (monthly).	10/1/05	9/30/06						X	By supporting strategic planners and project managers in alignment of investment performance measures (PRM). By aligning Federal Student Aid objectives and PRMs – to – Program Assessment Rating Tool (PART) measures.
5.1.4	Conduct EA Self Assessment and participate in OMB assessment (Apr 2006 - Jun 2006).	CIO	Reddy	OMB, GAO, OIG (2002 audit), and the Department require Federal Student Aid to demonstrate alignment of our Federal Student Aid EA with the Department of Education's agency-wide EA. The purpose of this task is to continue sharing our EA products and working with the Department to better align our goals and results; continue to brief OMB, GAO, and OIG on our joint results; and provide written responses to OMB and GAO audits.	Conduct EA Self Assessment and participate in OMB assessment (Apr 2006 - Jun 2006).	4/1/06	6/30/06						X	By supporting strategic planners and project managers in alignment of investment performance measures (PRM). By aligning Federal Student Aid objectives and PRMs – to – Program Assessment Rating Tool (PART) measures.
5.1.5	Publish the IT Strategy and complete a gap analysis of the IT Strategy and capabilities to deliver on Federal Student Aid's IT objectives and goals.	CIO	Reddy	Federal Student Aid has several modeling efforts including business process modeling, interface modeling, data modeling, and EA modeling. This effort will continue establishing and enhancing standards and interface guidelines for product consistency, information exchange, and reusability.	Publish and adopt standards that are used by Integration Leadership Services (ILS) contractor , ADVance and other Federal Student Aid efforts to develop consistent and reusable products.	10/1/05	9/30/06		X	X			X	By identifying where changes need to be made to the IT portfolio to ensure Federal Student Aid's It investments are working together to meet customer and stakeholder requirements; by conducting a gap analysis of the IRM strategies need to deliver Federal Student Aid goals and objectives; by defining procedures for provisioning resources in accordance with strategic priorities.
5.1.6	Provide transition guidance.	CIO	Reddy	Develop, improve and integrate IT products and services to support Program Management Office (PMO), ILS, ADVance and other Federal Student Aid efforts for enhanced business process integration. Ensure Federal Student Aid integration and architecture efforts have been scoped, integrated, planned and designed to effectively deliver business values.	Review of ILS generated plans, work products and other output (ongoing).	10/1/05	9/30/06						X	By providing source material for early phases of projects, integrating project work products into the EA repository and review of progress relative to the target EA; By supporting the definition of and transition to, the proposed Lifecycle Methodology (LCM) to replace the current Solution Lifecycle (SLC).
5.1.7	Provide guidance to Federal Student Aid business units and contractors on refinement and updating of the Enterprise Sequencing Plan.	CIO	Reddy	Develop, improve and integrate IT products and services to support PMO, ILS, ADVance and other Federal Student Aid efforts for enhanced business process integration. Ensure Federal Student Aid integration and architecture efforts have been scoped, integrated, planned and designed to effectively deliver business values.	Provide guidance to Federal Student Aid business units and contractors on refinement and updating of the Enterprise Sequencing Plan (10/1/05 - 3/31/06).	10/1/05	3/31/06						X	By providing source material for early phases of projects, integrating project work products into the EA repository and review of progress relative to the target EA; By supporting the definition of and transition to, the proposed LCM to replace the current Solution Lifecycle (SLC).
5.1.8	Assist in developing the Architecture Work Products guide to align with One ED Lifecycle Management (LCM) and EA.	CIO	Reddy	Develop, improve and integrate IT products and services to support PMO, ILS, ADVance and other Federal Student Aid efforts for enhanced business process integration. Ensure Federal Student Aid integration and architecture efforts have been scoped, integrated, planned and designed to effectively deliver business values.	Assist in developing the Architecture Work Products guide to align with One ED Lifecycle Management (LCM) and EA (Oct 2005 - Jun 2006).	10/1/05	6/30/06						X	By providing source material for early phases of projects, integrating project work products into the EA repository and review of progress relative to the target EA; By supporting the definition of and transition to, the proposed LCM to replace the current Solution Lifecycle (SLC).

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1 - Federal Student Aid Systems Integration and Technology	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 1 - ANNUAL ACTIVITIES														
5.2	Provide security and privacy support.	CIO	Ingwolson	The purpose of this task is to provide support so that Federal Student Aid's security program complies with federal and departmental requirements while providing guidance and assistance to Federal Student Aid's business units. The Security & Privacy (S&P) initiative provides a centralized point of contact and response for security and privacy issues at Federal Student Aid. Rather than requiring additional independent security support within each Federal Student Aid business unit (which would likely result in inconsistent interpretations of federal and departmental guidance and requirements) the S&P team consolidates the function, allowing a more efficient process, consistent Federal Student Aid security approaches, and a better allocation of resources.	-Update and deliver system manager security training, and system security officer certification training. 100% of the training will be complete by 9/30/06. -Ensure Federal Student Aid satisfactorily completes 100% of all annual self-assessments, and inventory worksheets for production systems in time for the Department's FY06 forth quarter Federal Information Security Management Act (FISMA) report. -Implement requirements as identified in the vulnerability management task in support of the VDC. -Assist Federal Student Aid to complete precertification work on 100% of systems requiring Certification and Accreditation in FY 06. -Create a minimum of one Federal Student Aid Security Procedure per quarter that can assist Business Units comply with Federal Student Aid's IT Security Policy.	10/1/05	9/30/06	X	X			X	X	1 - Proper integrations of systems need to employ security through the system lifecycle. Business Units need standardized assistance and procedures to ensure they satisfy law and other federal requirements. 2 - The actions associated with this performance item will help improve the program's integrity by reducing the possibility of embarrassment or financial loss to Federal Student Aid and the Department if one of its systems are compromised. 5 - Without proper security controls the likelihood of system compromise is high. To improve security on our systems directly effects the products and service we provide our customers. We need continuous security efforts to limit the probability of a successful denial of service attack and/or the compromise of our sensitive information.
5.2.1	Update and deliver system manager security training, and system security officer certification training.	CIO	Ingwolson	It is a FISMA requirement that individuals working in IT related fields have a component of security training annually. Certifying (System Security Officers) SSOs and training System Managers helps them perform their jobs knowledgeably.	-Update the in-house SSO certification training curriculum and deliver training to ensure that 90% of all Federal Student Aid security officers satisfy their specialized security training requirements. -Update the in-house System Manager training curriculum and deliver training to ensure that 90% of all Federal Student Aid system managers satisfy their specialized security training requirements.	10/1/05	9/30/06	X	X			X	X	1 - Proper integrations of systems need to employ security through the system lifecycle. Business Unit System Managers and System Security Officers need to know the controls and requirements that satisfy law and reduce the risk of failure due to security weaknesses. As systems integrate, Federal Student Aid needs to ensure that vulnerabilities have been identified and that they are remediated to a low risk level. 2 - Proper training will provide knowledge to help secure our systems and improve the program's integrity by reducing the possibility of system compromise and the resulting embarrassment or financial loss to Federal Student Aid and the Department. 5 - Training will help improve system security. Improving security on our systems directly effects the products and services we provide our customers. We need continuous security efforts to reduce the probability of a successful denial of service attack and/or the compromise of our customers' sensitive information.
5.2.2	Assist Federal Student Aid employees to satisfy the FY 06 FISMA reporting requirements.	CIO	Ingwolson	The Department is required to report to OMB and Congress quarterly on its security program. Federal Student Aid needs to keep the Department informed on its security program status for proper reporting. Reporting these security items can effect OMBs approval of our IT budget.	Assist 100% of Federal Student Aid Business Units in completing their annual risk assessments and inventory worksheets in time for FY06 fourth quarter FISMA reporting.	10/1/05	9/30/06		X			X	X	1 - Completing annual self-assessments and identifying the data sensitivities through system inventory worksheets help ensure our system integrations security requirements are properly identified. Proper integrations of systems need to employ security through the system lifecycle. Business Units need standardized assistance and procedures to ensure they satisfy law and other federal requirements. As systems integrate, Federal Student Aid needs to ensure that vulnerabilities have been identified and that they are remediated to a low risk level. 2 - The actions associated with this performance item will help improve the program's integrity by reducing the possibility of embarrassment or financial loss to Federal Student Aid and the Department if one of its systems are compromised. 5 - The actions associated with this performance measure helps identify areas that need extra work to reduce the likelihood of system compromise. Improving security on our systems directly effects the products and service we provide our customers. We need continuous security efforts to limit the probability of a successful denial of service attack and/or the compromise of our customer's sensitive information.

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1 - Federal Student Aid Systems Integration and Technology	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 1 - ANNUAL ACTIVITIES														
5.2.3	Implement requirements as identified in the vulnerability management task in support of the VDC.	CIO	Ingwalson	In support of FISMA reporting, we need to identify security weaknesses and track our actions to remediate them using Plans of Actions and Milestones (POA&Ms).	Create a vulnerability database and import known vulnerabilities and scan results to create a proactive risk management approach that at a minimum automates POA&M tracking for security vulnerabilities identified at the VDC.	10/1/05	9/30/06	X	X			X	X	1 - Proper integrations of systems need to employ security through the system lifecycle. Business Unit System Managers and System Security Officers need to know the controls and requirements that satisfy law and reduce the risk of failure due to security weaknesses. As systems integrate, Federal Student Aid needs to ensure that vulnerabilities have been identified and that they are remediated to a low risk level. 2 - The actions associated with this performance item will help improve the program's integrity by reducing the possibility of embarrassment or financial loss to Federal Student Aid and the Department if one of its systems is compromised. 5 - Without proper security controls the likelihood of system compromise is high. To improve security on our systems directly effects the products and service we provide our customers. We need continuous security efforts to limit the probability of a successful denial of service attack and/or the compromise of our sensitive information.
5.2.4	Assist Federal Student Aid complete precertification work on systems requiring Certification and Accreditation (C&A) in FY 06.	CIO	Ingwalson	Federal law states that systems must be authorized for operation. C&A ensures that this requirement is enforced and at the same time ensures we have the controls in-place to safeguard the data we maintain for the public. Our C&A status is also identified in our OMB 300's.	-Assist Federal Student Aid complete precertification work on systems CSB and the FMS Oracle 11i upgrade. -Work with ED/OCIO to develop enhanced C&A process.	10/1/05	9/30/06	X	X			X	X	1 - Proper integrations of systems need to employ security through the system lifecycle. Business Units need standardized assistance and procedures to ensure they satisfy law and other federal requirements. 2 - The actions associated with this performance item will provide guidance to improve the program's integrity by reducing the possibility of embarrassment or financial loss to Federal Student Aid and the Department if one of its systems are compromised. 5 - Without proper security controls the likelihood of system compromise is high. To improve security on our systems we need to maintain the products and service we provide our customers. We need continuous security efforts to limit the probability of a successful denial of service attack and/or the compromise of our sensitive information. Security guidance will help our system's staff address weaknesses and implement controls effectively.
5.2.5	Create Federal Student Aid Security Procedures that can assist Business Units comply with Federal Student Aid's IT Security Policy.	CIO	Ingwalson	To comply with Federal Law, Federal Student Aid Security Policy, and Departmental Security Policy, Federal Student Aid Business Units need guidance to follow. These guides or procedures will help Business Units comply with requirements and ensure the proper safeguards are in place for our systems.	Create a minimum of one Federal Student Aid Security Procedure per quarter that can assist Business Units comply with Federal Student Aid's IT Security Policy.	10/1/05	9/30/06		X			X	X	
5.3	Provide Integrated Technical Architecture (ITA) and Enterprise Architecture Integration (EAI) maintenance and production support.	CIO	Reddy	Keep the production environment running without interruption, and maintain existing ITA and EAI architectures within the Federal Student Aid.	Keep the production environment running without interruption and maintain existing ITA and EAI architectures within the Federal Student Aid. Achieve the following outcomes: -Respond to production troubleshooting support requests within 2.0 hours--98% of the time. -Ensure 98.7% availability of ITA and EAI architecture (not including scheduled maintenance downtimes). -Resolve ITA and EAI product issues within one week -- 97% of the time. -Provide development and testing environment build support to application teams within six days -- 95% of the time. -Performance test all applications migrating to ITA/EAI (testing, tuning and capacity planning). -Provide annual performance testing of the FAFSA application, including application/Web server tuning and capacity planning.	10/1/05	9/30/06	X	X	X		X	X	1 - ITA and EAI provide a modernized, high-performance technology platform and architectural maintenance and production support services for the business channel systems that manage and deliver Federal Student Aid funds and services. 2 - ITA and EAI contribute to program integrity by providing a highly robust, scalable, flexible, reliable, and secure infrastructure, as well as 24x7 ITA and EAI production support services. 3 - ITA and EAI provide cost savings and efficiencies through the sharing of both technical resources and technology. 5 - ITA and EAI provide business channel systems with new technologies, enterprise system integration, and better system performance.

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1 - Federal Student Aid Systems Integration and Technology	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 1 - ANNUAL ACTIVITIES														
5.3.1	Provide production support for ITA and EAI tools, products, and services.	CIO	Reddy	Keep the ITA and EAI production environment running without interruption by providing 24x7 Subject Matter Expert (SME) technical support for product troubleshooting.	-Respond to production troubleshooting support requests within 2.0 hours--98% of the time. -Ensure 98.7% availability of ITA and EAI architecture (not including scheduled maintenance downtimes).	10/1/05	9/30/06	X	X	X		X	X	1 - ITA and EAI provide a modernized, high-performance technology platform and architectural maintenance and production support services for the business channel systems that manage and deliver Federal Student Aid funds and services. 2 - ITA and EAI contribute to program integrity by providing a highly robust, scalable, flexible, reliable, and secure infrastructure, as well as 24x7 ITA and EAI production support services. 3 - ITA and EAI provide cost savings and efficiencies through the sharing of both technical resources and technology. 5 - ITA and EAI provide business channel systems with new technologies, enterprise system integration, and better system performance.
5.3.2	Provide architecture maintenance support for ITA and EAI tools, products, and services.	CIO	Reddy	Maintain existing ITA and EAI architectures within Federal Student Aid and keep these architectures evergreen/current by providing ITA and EAI core services, including technical architecture support, product evergreening, product patches, and assisting teams in the resolution of issues.	-Resolve ITA and EAI product issues within one week -97% of the time. -Provide development and testing environment build support to application teams within six days--95% of the time.	10/1/05	9/30/06	X		X		X	X	1 - ITA and EAI provide a modernized, high-performance technology platform and architectural maintenance and production support services for the business channel systems that manage and deliver Federal Student Aid funds and services. 3 - ITA and EAI provide cost savings and efficiencies through the sharing of both technical resources and technology. 5 - ITA and EAI provide business channel systems with new technologies, enterprise system integration, and better system performance.
5.3.3	Provide enterprise performance testing environments and support to project teams.	CIO	Reddy	Provide a fully documented, repeatable and predictable performance testing process and the services required to conduct performance testing for applications and services in ITA/EAI.	-Provide annual performance testing of the FAFSA application including application/Web server tuning and capacity planning by 12/23/05.	10/1/05	12/31/05						X	
5.3.4	Performance test all major applications migrating to ITA/EAI (testing, tuning and capacity planning).	CIO	Reddy	Provide a fully documented, repeatable and predictable performance testing process and the services required to conduct performance testing for applications and services in ITA/EAI.	-Performance test all major applications migrating to ITA/EAI (testing, tuning and capacity planning). 9/30/06.	10/1/05	9/30/06						X	
5.4	Support the Federal Student Aid IT assets at the VDC with lines of service including, full and incremental backups, annual disaster recovery tests, disaster recovery location and services, quarterly capacity planning, annual penetration testing, test environment support, security, compliance to all appropriate Federal Student Aid, Department, & federal policies, regulations, statutes.	CIO	Fillinich	Provides the infrastructure for the majority of Federal Student Aid application systems.	-Develop a plan for the transition of VDC services between the extension of the VDC contract which terminates 9/30/07, and the new, re-competed VDC contract to be awarded in Spring 06. -Develop and organize Enterprise IT Services Staff in accordance with the principles of ITIL (The Information Technology Infrastructure Library - the most widely accepted approach to IT service management, providing a cohesive set of best practices drawn from the public and private sectors throughout the world). -Conduct quarterly surveys of VDC customers with a participation level of 90% with 90% or higher reporting satisfaction with VDC operations. -Perform activities, such as ongoing monthly scanning and annual FISMA compliance reviews to maintain VDC C&A for FY 06.	10/1/05	9/30/06		X	X		X	X	The VDC is the computer operations infrastructure to support all Federal Student Aid IT program requirements. Ongoing efforts detailed below are performed to improve operations efficiency and expense while meeting and improving upon Federal Student Aid program requirements. -Improve Program Integrity: Provides assurance for systems security by compliance to OMB requirements and best practices. -Reduce Cost: Supports the new VDC contract which will provide for lower costs. -Improve Products and Services: Supports the new VDC contract which will improve customer service and quality.
5.4.1	Develop a plan for the transition of VDC services between the extension of the VDC contract which terminates 9/30/07, and the new, re-competed VDC contract to be awarded in Spring 06.	CIO	Fillinich		Completed Microsoft (MS) Project plan will be available on Contract Award Date + one month.	6/1/06	9/30/06			X		X	X	Supports the new VDC contract which will provide for lower costs and improved performance and accountability.

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1 - Federal Student Aid Systems Integration and Technology	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 1 - ANNUAL ACTIVITIES														
5.4.2	Publicize Service Level Agreements (SLAs) and SLA monitoring by 3/31/06.	CIO	Fillinich		Publicize SLAs and SLA monitoring by 3/31/06.	10/1/05	3/31/06			X		X	X	Supports the new VDC contract which will provide for lower costs and improved performance and accountability.
5.4.3	Develop and organize Enterprise IT Services Staff in accordance with the principles of ITIL to support VDC service delivery.	CIO	Fillinich		Create and fill the role of Service Level Manager by 6/30/06.	10/1/05	6/30/06			X		X	X	Supports the new VDC contract which will provide for lower costs and improved performance and accountability.
5.4.4	Provide basic ITIL training to untrained staff and advanced training where applicable.	CIO	Fillinich		Provide basic ITIL training to untrained staff and advanced training where applicable by 9/30/06.	3/1/06	9/30/06			X		X	X	Supports the new VDC contract which will provide for lower costs and improved performance and accountability.
5.4.5	Conduct surveys of VDC customers. The VDC aims for a participation level of 50% with 90% or higher reporting satisfaction with VDC operations.	CIO	Fillinich		Conduct and publicize customer surveys for each quarter: Q1 due 2/28/06. Q2 due 5/30/06. Q3 due 8/31/06. Q4 due 11/30/06. Goal for each is > 90% participation and >= 90% satisfaction.	10/1/05	9/30/06					X	X	Provides greater accountability for improved customer service and quality.
5.4.6	Perform activities, such as ongoing scanning and compliance reviews, to maintain VDC C&A for FY 06.	CIO	Fillinich		Retain VDC Security Certification by 3/31/06.	10/1/05	3/31/06		X				X	Provides assurance for systems security by compliance to OMB requirements and best practices.
5.4.7	Demonstrate improvement in OIG 2006 FISMA Audit.	CIO	Fillinich		Demonstrate improvement in OIG 2006 FISMA Audit by 9/30/06.	3/1/06	9/30/06		X				X	Provides assurance for systems security by compliance to OMB requirements and best practices.
5.4.8	Award VDC contract.	CIO	Feely Fillinich Coleman O'Hara		Complete the new contract award.	10/1/05	8/31/06	X		X		X	X	The new contract will be awarded to a vendor that reduces the overall cost of infrastructure operations and provides a solution for integrating the CSB, ADvance, and future Federal Student Aid integration solutions into a single data center solution.
5.5	Continue Enterprise QA Program to support Federal Student Aid in conducting systems assessments and evaluations consistent with best practices for Life Cycle Management and the CPIC processes.	CIO	Coleman Rockis	Federal Student Aid requires an independent, enterprise-wide approach for ensuring the quality of its products and services throughout the IT investment planning and control process. This initiative will ensure Federal Student Aid maintains a QA program for Federal Student Aid system development efforts that supports IV&V, Security Assessments, Production Readiness Review, and Post-Implementation Reviews (PIR). Continued implementation of this program thru 9/30/06 will help Federal Student Aid reduce risk on IT investments, comply with Clinger-Cohen mandates, and provide quality products and services to our customers.	-Maintain customer satisfaction survey results for QA/IV&V and PIR efforts at 4.0 or above. The number and frequency of customer surveys is dependent on the unique QA/IV&V task elements of scope, period of performance and deliverable matrix. (Scale of 1.0 to 5.0) -Update the Production Readiness Review (PRR) process guidelines, continue version control and change management based on business unit and operating partner feedback. -Conduct three (3) Post-Implementation Review efforts on Federal Student Aid - IT investments, provide lessons learned to Federal Student Aid leadership and apply process improvement to PIR procedures and documentation.	10/1/05	9/30/06		X			X	X	By providing enhanced visibility into project development activities and independent risk analysis, the vulnerability of Federal Student Aid programs to fraud, waste, error, and mismanagement is reduced. Independently determining compliance between system specifications and performance reduces development and maintenance costs, as well as results in fewer latent defects.

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1 - Federal Student Aid Systems Integration and Technology	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 1 - ANNUAL ACTIVITIES														
5.5.1	Update the PRR process guidelines, continue version control and change management based on business unit and operating partner feedback.	CIO	Coleman Rockis		Number of PRR Updates completed each year: 2.	10/1/05	9/30/06						X	By providing enhanced visibility into project development activities and independent risk analysis, the vulnerability of Federal Student Aid programs to fraud, waste, error, and mismanagement is reduced. Independently determining compliance between system specifications and performance reduces development and maintenance costs, as well as results in fewer latent defects.
5.5.2	Maintain customer satisfaction survey results for QA/TV&V and PIR efforts at 4.0 or above (Scale of 1.0 to 5.0).	CIO	Coleman Rockis		Average score of both PIR and QA/TV&V Customer Satisfaction Surveys (scale of 1.0-5.0): 4.0 Number and frequency of customer surveys is dependent on the unique QA/TV&V task elements of scope, period of performance and deliverable matrix.	10/1/05	9/30/06		X			X	X	By providing enhanced visibility into project development activities and independent risk analysis, the vulnerability of Federal Student Aid programs to fraud, waste, error, and mismanagement is reduced. Independently determining compliance between system specifications and performance reduces development and maintenance costs, as well as results in fewer latent defects.
5.5.3	Conduct three (3) Post-Implementation Review efforts on Federal Student Aid - IT investments, provide lessons learned to Federal Student Aid leadership and apply process improvement to PIR procedures and documentation.	CIO	Coleman Rockis		Number of PIR's conducted each year: 3. The number of Post-Implementation Review efforts for an FY is an estimate based on the number of IT investments approved by the IPC and meet the PIR selection criteria.	10/1/05	9/30/06		X			X	X	By providing enhanced visibility into project development activities and independent risk analysis, the vulnerability of Federal Student Aid programs to fraud, waste, error, and mismanagement is reduced. Independently determining compliance between system specifications and performance reduces development and maintenance costs, as well as results in fewer latent defects.
5.6	Support the Department's customers and business partners by participating in the PMA's E-Government initiatives.	CIO	Feely Coleman Sattler Folwick	Participation in the cross-agency E-Gov initiatives -- GovBenefits, E-Authentication, Business Gateway, and Federal Interagency Credit Council, and Students.gov -- directly supports the Department strategic goals and objectives, particularly Strategic Plan Goal 6.3: Manage IT resources using E-Gov to improve services for our customers and partners. Also, assures that the Department's meets its responsibility for implementing the PMA and is working toward a "green light" on its PMA E-Gov Scorecard.	Participate in President's Management Agenda government-wide initiatives, including Business Gateway, E-Authentication, GovBenefits, and USA Services.	10/1/05	9/30/06	X				X	X	This initiative uses new technologies to improve the delivery of products and services.
5.6.1	Complete agency contribution / transfer of funds to the E-Authentication initiative.	CIO	Feely Coleman Sattler Folwick	Participation in the cross-agency E-Gov initiatives -- GovBenefits, E-Authentication, Business Gateway, and Federal Interagency Credit Council, and Students.gov -- directly supports the Department strategic goals and objectives, particularly Strategic Plan Goal 6.3: Manage IT resources using E-Gov to improve services for our customers and partners. Also, assures that the Department's meets its responsibility for implementing the PMA and is working toward a "green light" on its PMA E-Gov Scorecard.	Complete Agency Contribution / Transfer of Funds to the E-Authentication initiative by 9/30/06.	10/1/05	9/30/06	X				X	X	This initiative uses new technologies to improve the delivery of products and services.
5.6.2	Participate in the PMA - Govt Benefits Agenda as a partner agency including full participation in program management through the governance board.	CIO	Coleman Sattler		-Participate in relevant Workgroups. -Attend Advisory Group meetings. -Attend Governance Board meetings.	10/1/05	9/30/06						X	
5.6.3	Maintain the Department's engagement in the PMA for Business Gateway Initiatives.	CIO	Coleman Sattler		-Participate in relevant Workgroups. -Attend Advisory Group meetings. -Attend Governance Board meetings.	10/1/05	9/30/06	X				X	X	This initiative uses new technologies to improve the delivery of products and services; and helps to ensure that the Department's interests are considered.

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1- Federal Student Aid Systems Integration and Technology	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 1 - ANNUAL ACTIVITIES														
5.6.4	Maintain the Department's engagement in the PMA for USA Services Initiatives (those pertaining to Tier 1 customer contact support).	CIO	Fillinich Morales	In order to evaluate the most efficient means customer contact support within the Department, certain data need to be collected regarding these activities, including evaluation and reporting to OMB.	Delivery of acceptable reports on incoming e-mail volumes, toll-free numbers and existing in-house contact center activity to determine if consolidation or outsourcing would be a viable option to replace or enhance existing practices.	10/1/05	9/30/06					X	X	
5.6.5	Represent the Department on the e-Authentication Steering Committee to propose budgetary and operational issues for approval.	CIO	Feely Coleman		-Participate in relevant Workgroups. -Attend Steering Committee governance meetings.	10/1/05	9/30/06	X				X	X	This initiative uses new technologies to improve the delivery of products and services; and helps to ensure that the Department's interests are considered.
5.6.6	Participate in specific strategic planning and operational tasks as assigned by the e-Authentication Steering Committee.	CIO	Coleman Sattler		Participate in relevant Workgroups.	10/1/05	9/30/06	X				X	X	This initiative uses new technologies to improve the delivery of products and services; and helps to ensure that the Department's interests are considered.
5.6.7	Complete technical evaluation and technical proof of concept in order to establish e-Authentication services in FSA and other operational units of the Department of Education in the future.	CIO	Feely Kankanahalli		Complete the Technical Evaluation by July 1, 2006. Complete the Technical Proof of Concept by 9/30/06.	10/1/05	9/30/06	X				X	X	1 - Supports integration of systems through a single sign-on functionality 5 - Provides increased ease of use to customers accessing Federal Student Aid Systems.
5.7	Provide Security Architecture (SA) maintenance and production support.	CIO	Reddy	The Security Architecture is comprised of tools and technologies to ensure secure operation of the systems across the enterprise. In particular, the security architecture provides tools, technologies and protocols for identity and access management across the enterprise. Keep the production environment running without interruption, and maintain existing Security Architecture Infrastructure within -- Federal Student Aid.	Keep the production environment running without interruption and maintain existing Security Architecture within the Federal Student Aid. Achieve the following outcomes: -Respond to production troubleshooting support requests within four hours--98% of the time. -Ensure 98% availability of Security architecture (not including scheduled maintenance downtimes). -Resolve SA product issues within one week--95% of the time. -Provide development and testing environment build support to application teams within two weeks--95% of the time. -Integrate 3 Federal Student Aid Applications to Security Architecture. -Integrate an enterprise application with SA (eCampus-based) by Jun 2006.	10/1/05	9/30/06	X	X				X	1 - SA provides a modernized technology platform and architectural maintenance and production support services for enterprise wide authentication and identity management for the business channel systems that manage and deliver Federal Student Aid funds and services. Success measures are enterprise simplified sign on and consistent identity management. 2 - SA contribute to program integrity by providing a highly robust, scalable, flexible, reliable, and secure infrastructure, as well as 24x7 SA production support services.
5.7.1	Provide production support for SA tools, products, and services.	CIO	Reddy	Keep the SA production environment running without interruption by providing 24x7 SME technical support for product troubleshooting.	-Respond to production troubleshooting support requests within four hours--98% of the time. -Ensure 98% availability of SA architecture (not including scheduled maintenance downtimes).	10/1/05	9/30/06	X	X				X	1 - SA provides a modernized technology platform and architectural maintenance and production support services for enterprise wide authentication and identity management for the business channel systems that manage and deliver Federal Student Aid funds and services. Success measures are enterprise simplified sign on and consistent identity management. 2 - SA contribute to program integrity by providing a highly robust, scalable, flexible, reliable, and secure infrastructure, as well as 24x7 SA production support services.

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1 - Federal Student Aid Systems Integration and Technology	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 1 - ANNUAL ACTIVITIES														
5.7.2	Maintain and enhance SA by integrating other applications.	CIO	Reddy	Achieve Single Sign-on across multiple applications based on enterprise roles.	Integrate three Federal Student Aid Selected Applications to the SA infrastructure.	10/1/05	9/30/06	X	X				X	New in the FY 06 Performance Plan. 1 - SA provides a modernized technology platform and architectural maintenance and production support services for enterprise wide authentication and identity management for the business channel systems that manage and deliver Federal Student Aid funds and services. Success measures are enterprise simplified sign on and consistent identity management. 2 - SA contribute to program integrity by providing a highly robust, scalable, flexible, reliable, and secure infrastructure, as well as 24x7 SA production support services.
5.8	Implement the information technology services and support (ITSS) function that is enabled by the new (awarded 9/30/05) blanket purchase agreement to eighteen vendors.	CIO	Feely Fillinich Coleman Reddy	Provide a wide range of services and support to business owners in Federal Student Aid to meet their IT development and operations needs. Administer the BPA contract(s), assist in task acquisition, and deliver task completion when so requested.	Each task sponsor will offer a customer satisfaction score upon project completion of 4 or better on a five point scale ( 5= best).	10/1/2005	9/30/2006	X	X	X	X	X	X	1 - Federal Student Aid systems and initiatives will be served with the best available resources. 2 - Program Integrity will be advanced by use of consistent standards within an EA. 3 - Costs will be reduced by employing the best value proposals of work to the government. 4 - Human capital will be enhanced and augmented by the use of special expertise for specific task durations. 5 - Products and services will be improved by the use of the most current technologies and industry best practices.
5.9	Complete a review of Federal Student Aid's Business Continuity Plan (BCP) utilizing information learned from the recent hurricane disasters and in consideration of the flu pandemic and make all approved changes.	CIO	Blot Haldane	Federal Student Aid needs a BCP to provide Federal Student Aid personnel with policies, guidance, and procedures to ensure that Federal Student Aid can sustain all its essential functions during any emergency. Federal Student Aid's BCP may be enhanced based upon any information learned as a result of the recent hurricane disasters and the flu pandemic.	Current BCP reviewed by 6/1/06, and, if changes are made, updated BCP sent to the Department of Education by 7/1/06.	11/7/2005	7/1/2006					X	X	Any changes made to our BCP as a result of this review will provide improvements to Federal Student Aid's ability to deliver our products and services during an emergency affecting Federal Student Aid. Any changes made to our BCP as a result of this review will enhance our ability to deliver student aid during an emergency affecting Federal Student Aid.
6.1	Plan, manage and execute Federal Student Aid's two Electronic Access Conferences and Software Developers' Conference and exhibit at conferences on behalf of Federal Student Aid.	Comm	Thares	Update and train schools and FP's on Federal Student Aid's newest products and services, federal regulations and legislative updates.	Conference participants will rate conference program at a 4.50 or higher on a 5 point scale (2005 Baseline=4.50).	10/1/05	9/30/06		X			X	X	Supports Improve Program Integrity and Improved Products and Services by providing the latest regulatory and legislative information to over 4,000 FAA's. Provides learning sessions and expert hands-on training sessions using Federal Student Aid's electronic products and Web sites.
6.2	Develop, implement and manage effective day-to-day internal communications campaign using vehicles such as Federal Student Aidnet and Federal Student Aid Communications Workgroup.	Comm	Greene	Efficiently store and disseminate information for Federal Student Aid staff.	-Achieve 250,000 hits and 3,000 to 3,600 visits per month on Federal Student Aidnet. -Implement Federal Student Aid Communications Workgroup recommendations.	10/1/05	9/30/06			X			X	Federal Student Aidnet reduces costs of employees' time by providing one place for employees to search for answers to their questions about work life issues, training, "how to" procedures, travel regulations, Title IV regulations, budget information, printing and pubs, emergency preparedness, Terri Shaw presentations, etc.
6.3	Manage controlled correspondence functions including Freedom of Information Act (FOIA), Privacy Act and Controlled Mail.	Comm	Boggs Cook Sweet	Satisfy regulatory requirements that we provide and track information throughout the organization.	Federal Student Aid will maintain an overdue rate of less than five percent per month.	10/1/05	9/30/06		X				X	Supports Improve Program Integrity by controlling, monitoring and responding to Federal Student Aid official mail, FOIAs and Privacy Cases in a timely manner. This ensures government transparency, accountability and informs America's citizens of the information they are requesting. This provides the right information to the right person in a timely manner.



PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1 - Federal Student Aid Systems Integration and Technology	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 1 - ANNUAL ACTIVITIES														
6.4	Develop, implement and manage day-to-day external communications by tracking and answering customers' requests, managing the printing publications and conducting media interviews.	Comm	Aiello	Efficiently and effectively position Federal Student Aid with external stakeholders.	-Ensure timely and accurate dissemination of information to Federal Student Aid stakeholders. -Maintain an overdue rate of less than 20 outstanding customer requests per month.	10/1/05	9/30/06		X	X		X	X	Supports Improve Program Integrity by providing one, accurate answer to stakeholders instead of a variety of answers to the same question. This provides the right answer to the right person at the right time. Supports Reduce Cost because the stakeholders need only come to one Federal Student Aid office to get their questions answered, therefore, there is less staff answering the same request at the same time, which is a savings to Federal Student Aid. For publications, we prevent duplicative printing of materials for the public. Supports Improve Products and Services because we are no longer confusing the public with different answers to the same question. Also, posting accurate data on our Web sites ensures public confidence and equips America's citizens they need to make informed decisions about higher education.
6.5	Submit final FY 05 Annual Performance Report to Congress, and plan for the following year update.	Comm	O'Brien	Required by PBO legislation. The COO will prepare and submit to Congress, through the Secretary, an annual report on the performance of the PBO.	Report submitted to Congress in 1st quarter of FY 06.	10/1/05	12/31/05					X	X	Supports Improve Products and Services because this is a congressional requirement to produce the Annual Performance Report on a yearly basis and we are constantly improving on the process and written communication that clearly speaks to our business practices.
6.6	Update Federal Student Aid's Five-Year Performance Plan, and plan for the following year update.	Comm	O'Brien	Required by PBO legislation. The Secretary and COO shall agree on a performance plan for the PBO for the succeeding five years that establishes measurable goals and objectives for the organization.	Report submitted to Congress in 1st quarter of FY 06.	10/1/05	12/31/05					X	X	Supports Improve Products and Services because this is a congressional requirement to produce the Five-Year Performance Plan on a yearly basis and we are constantly improving on the process and written communication that clearly speaks to our business practices.
7.1	Standardize project management practices, where applicable.	Ent Perf Mgmt	Kuriatnikova	An integrated and common approach to managing projects will enable Federal Student Aid to more efficiently and effectively control costs and business processes.	-Begin implementing standardized project management practices across identified projects. -Monitor project costs and schedules for improvements.	10/1/05	9/30/06						X	
7.2	Support project oversight and control.	Ent Perf Mgmt	Kuriatnikova	Improved visibility into major Federal Student Aid projects.	-Analyze and report Project Scorecards monthly. -Support Earned Value Management for ADvance and CSB.	10/1/05	9/30/06						X	
7.3	Improve financial management through performance, budget, and acquisition integration.	Ent Perf Mgmt	Bradfield	Improve management processes for translating user needs into cost effective, reliable, and sustainable business systems.	-Perform comprehensive investment analysis. -Perform thorough acquisition planning. -Reduce Federal Student Aid Costs.	10/1/05	9/30/06		X	X	X	X	X	2 - Adds more discipline and effective planning. 3 - Concretely reduces contract costs. 4 - Provides more effective Acquisition staff across the enterprise. 5 - Provides more cost effective delivery of products and services.
7.3.1	Perform comprehensive investment analysis.	Ent Perf Mgmt	Bradfield	Establish consistent and effective business case alternatives analysis capability.	-Put staff in place. -Develop a strategic market research plan. -Develop plan to put market research in place. -Develop plan for spend analysis.	10/1/05	9/30/06		X	X	X	X	X	2 - Adds more discipline and effective planning. 3 - Concretely reduces contract costs. 4 - Provides more effective Acquisition staff across the enterprise. 5 - Provides more cost effective delivery of products and services.

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1 - Federal Student Aid Systems Integration and Technology	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 1 - ANNUAL ACTIVITIES														
7.3.2	Perform thorough acquisition planning.	Ent Perf Mgmt	Bradfield	Improve enterprise-level acquisition planning.	-Validate the FY 06 acquisition plan. -Lead FY 07 acquisition plan development. -Develop and coordinate with CAM the Federal Student Aid requirements for Contracts and Purchasing Support System (CPSS) Acquisition Plan support.	10/1/05	9/30/06		X	X	X	X	X	2 - Adds more discipline and effective planning. 3 - Concretely reduces contract costs. 4 - Provides more effective Acquisition staff across the enterprise. 5 - Provides more cost effective delivery of products and services.
7.3.3	Reduce Federal Student Aid Costs.	Ent Perf Mgmt	Bradfield	Increase the use of cost-effective contract vehicles.	Increase competition through: -Multiple award vehicles; -Ensuring that ID/IQ procurement vehicles include provisions allowing fair opportunity to compete.	10/1/05	9/30/06		X	X		X	X	2 - Adds more discipline and effective planning. 3 - Concretely reduces contract costs. 4 - Provides more effective Acquisition staff across the enterprise. 5 - Provides more cost effective delivery of products and services.
7.4	Optimize Return on Investment.	Ent Perf Mgmt	Bradfield	Improve management processes for translating user needs into cost effective, reliable, and sustainable business systems.	-Improve the procurement planning process. -Provide and help manage solution delivery and implementation. -Drive superior performance. -Train the acquisition workforce. -Shape the acquisition workforce. -Defense Contract Audit Agency (DCAA) Support.	10/1/05	9/30/06		X	X	X	X	X	2 - Adds more discipline and effective planning. 3 - Concretely reduces contract costs. 4 - Provides more effective Acquisition staff across the enterprise. 5 - Provides more cost effective delivery of products and services.
7.4.1	Improve the procurement planning process.	Ent Perf Mgmt	Bradfield	Improve planning within Federal Student Aid Acquisitions.	-Ensure that all necessary personnel (program office, business owners, CIO, CFO, EPMS, etc. (as appropriate)) are involved from the beginning in acquisition plan kickoffs for procurements > \$250K. -Establish and conduct planning phase CRBs. -Minimize ratifications.	10/1/05	9/30/06		X	X	X	X	X	2 - Adds more discipline and effective planning. 3 - Concretely reduces contract costs. 4 - Provides more effective Acquisition staff across the enterprise. 5 - Provides more cost effective delivery of products and services.
7.4.2	Provide and help manage solution delivery and implementation.	Ent Perf Mgmt	Bradfield	Create and manage effective contracts.	-Increase the use of Small Business contracts. -Minimize the number of sole source acquisitions. -Establish Administrative (Contracting Officers) COs as approving officials for invoices and process invoices IAW Prompt Payment requirements. -Minimize constructive changes.	10/1/05	9/30/06		X	X	X	X	X	2 - Adds more discipline and effective planning. 3 - Concretely reduces contract costs. 4 - Provides more effective Acquisition staff across the enterprise. 5 - Provides more cost effective delivery of products and services.
7.4.3	Drive superior performance.	Ent Perf Mgmt	Bradfield	Increase efficiency and effectiveness of Federal Student Aid Acquisitions processes.	-Standardize Business Operations. -Conduct independent contract management review. -Raise the CRB threshold.	10/1/05	9/30/06		X	X		X	X	2 - Adds more discipline and effective planning. 3 - Concretely reduces contract costs. 4 - Provides more effective Acquisition staff across the enterprise. 5 - Provides more cost effective delivery of products and services.
7.4.4	Train the acquisition workforce.	Ent Perf Mgmt	Bradfield	A better trained acquisition workforce.	-Establish the standard (skill levels, objectives of training, etc.). -Assess staff skills, training, and experience levels against the standard. -Deliver, assess, and report training effectiveness and training objective achievement. -Ensure and measure skill transfer to job following training event.	10/1/05	9/30/06		X	X		X	X	2 - Adds more discipline and effective planning. 3 - Concretely reduces contract costs. 4 - Provides more effective Acquisition staff across the enterprise. 5 - Provides more cost effective delivery of products and services.
7.4.5	Shape the acquisition workforce.	Ent Perf Mgmt	Bradfield	A better performing acquisition workforce.	-Measure the workforce against the standard. -Continue contract collaboration sessions to promote standardization. -Provide tools and training to improve communication skills.	10/1/05	9/30/06		X	X		X	X	2 - Adds more discipline and effective planning. 3 - Concretely reduces contract costs. 4 - Provides more effective Acquisition staff across the enterprise. 5 - Provides more cost effective delivery of products and services.
7.4.6	DCAA Support.	Ent Perf Mgmt	Bradfield	Provide specialized reviews of contractor data such as indirect cost review, labor system reviews, estimating system reviews, accounting system reviews, etc. Such reviews gives Federal Student Aid assurance of contractor cost integrity.	Maintenance of an evaluation vehicle by which to obtain services.	10/1/05	9/30/06		X	X		X	X	2 - Adds option for additional analysis and audit of contracts and proposals. 3 - Concretely reduces contract costs. 5 - Provides more cost effective delivery of products and services.

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1 - Federal Student Aid Systems Integration and Technology	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 1 - ANNUAL ACTIVITIES														
7.5	Continually monitor and report on accomplishments related to the high-risk areas and to recommendations in GAO's 2004 high-risk review.	Ent Perf Mgmt	White	The Student Financial Aid Programs were designated by the GAO as high risk from 1990 through 2004. GAO identified issue areas Federal Student Aid should target for improvement: 1) financial management; 2) systems integration; 3) program integrity; 4) human capital; and 5) PBO management. GAO included recommendations in their 2004 report related to human capital and accountability. Federal Student Aid needs to continue to monitor progress in those areas to ensure that the GAO does not redesignate the student aid programs as high risk.	Risk Management Group (RMG) will submit monthly reports on this item based on status reports on other annual plan activities related to high risk issue areas, on execution of corrective actions in response to GAO and OIG reports, on progress on the 2006 financial statement audit, and on results of internal reviews and risk assessments.	10/1/05	9/30/06	X	X	X	X	X	X	Monthly report of progress and accomplishments in all high risk issue areas (Objectives 1-5) will provide the COO and Federal Student Aid EMT a comprehensive view of progress on initiatives across the enterprise. Source reports for this action item will be wide-ranging, and will include CAP's, annual plan activities, internal reviews, and risk assessments.
7.6	Maintain close ties with GAO and OIG, facilitate their audit activities and assist Federal Student Aid management in addressing significant issues from those activities in a timely and effective manner.	Ent Perf Mgmt	Dore White	Federal Student Aid must respond to OIG and GAO requests related to ongoing and completed audits, as well as to draft and final audit reports.	-Survey Federal Student Aid's EMT and SLT and selected OIG staff. -Meet regularly with OIG. -Work cooperatively with OIG.	10/1/05	9/30/06		X				X	Open and on-going communication with GAO and OIG provides the best opportunity to streamline audit activities, which are typically focused on program integrity issues and operation effectiveness, thereby maximizing efficiency and minimizing the impact on Federal Student Aid's operations. Effective audit liaison efforts should reduce the potential for misunderstandings and limit the likelihood of disagreements or other audit-related problems.
7.6.1	Survey Federal Student Aid's EMT and Senior Leadership Team (SLT) and selected OIG staff on their satisfaction with the audit process.	Ent Perf Mgmt	White		Survey conducted in Jun 2006 indicates improvement from baseline survey done in May 2005.	6/1/06	9/30/06						X	
7.6.2	Meet regularly with OIG audit management.	Ent Perf Mgmt	Dore		RMG Director meets quarterly with OIG audit management.	10/1/05	9/30/06						X	
7.6.3	Work cooperatively with OIG on joint projects.	Ent Perf Mgmt	Dore White		RMG Director leads Federal Student Aid participation in the joint fraud project and in other joint projects as they arise.	10/1/05	9/30/06		X				X	Joint projects, such as the fraud initiative, will be focused on issues/areas related to program integrity.
7.7	Perform the audit reporting and audit liaison functional responsibilities for all of Federal Student Aid.	Ent Perf Mgmt	Dore White	OMB Circular A-50, "Audit Follow-up," requires federal agencies to resolve all audit recommendations within six months of their issuance and to establish a system for resolving audits and ensuring follow-up on corrective actions. In addition, the OIG and GAO require responses to their various work products within specified timeframes.	-Ninety-nine percent of responses to OIG and GAO draft reports will be delivered to OIG or GAO on or before the stated deadline. -Ninety-nine percent of CAP's required as a result of a final OIG report will be submitted to OIG on or before the deadline. -Audit Liaison team has improved audit tracking and reporting capabilities.	10/1/05	9/30/06						X	
7.7.1	Deliver responses and CAP's within allowed timeframes.	Ent Perf Mgmt	White		-Ninety-nine percent of responses to OIG and GAO draft reports will be delivered to OIG or GAO on or before the stated deadline. -Ninety-nine percent of CAP's required as a result of a final OIG report will be submitted to OIG on or before the deadline.	10/1/05	9/30/06						X	

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1 - Federal Student Aid Systems Integration and Technology	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 1 - ANNUAL ACTIVITIES														
7.7.2	Track internal audit status and report monthly to senior management.	Ent Perf Mgmt	White Jones		-Enhance the internal audit tracking database system to meet current needs. -Expand its reporting and tracking capabilities.	10/1/05	9/30/06						X	
7.8	Develop and enhance Internal Review capabilities.	Ent Perf Mgmt	White	Federal Student Aid has an internal review function to assess the effectiveness of internal controls over operations and functions and to assess the efficiency and effectiveness of those operations/functions.	-Implement a risk-based methodology for developing annual internal review plans. -Prepare a FY 07 internal review work plan. -Issue a report on internal review accomplishments for FY 06.	10/1/05	9/30/06		X	X	X	X	X	Internal reviews will be focused on operational activities that are directed to achieving Federal Student Aid's strategic objectives, such as strengthening program integrity, reducing cost, improving human capital management, and enhancing products and services. Internal reviews will be designed to validate the success of efforts, or to identify opportunities for improvement supporting Federal Student Aid's strategic objectives.
7.8.1	Implement a risk-based methodology for developing annual internal review plans.	Ent Perf Mgmt	White		Complete written procedures for developing an annual internal review work plan that is risk-based.	10/1/05	6/30/06		X	X	X	X	X	Internal reviews will be focused on areas of risk to Federal Student Aid's ability to achieve its strategic objectives.
7.8.2	Prepare a FY 07 internal review work plan.	Ent Perf Mgmt	White		Submit an FY 07 internal review work plan to the COO and Federal Student Aid's EMT by 8/31/06.	7/1/06	9/30/06		X	X	X	X	X	Internal reviews will be focused on operational activities that are directed to achieving Federal Student Aid's strategic objectives and will be designed to validate the success of efforts or identify opportunities for improvement in those areas. The Internal Review plan process will consider activities in each of Federal Student Aid's strategic objective goals.
7.8.3	Issue a report on internal review accomplishments for FY 06.	Ent Perf Mgmt	White		Submit a report on internal review accomplishments in FY 06 to COO and Federal Student Aid's EMT by 9/30/06.	10/1/05	9/30/06						X	
7.9	Complete rollout of the Enterprise Risk Management organization, including the Risk Analysis and Reporting and Internal Review Divisions.	Ent Perf Mgmt	Dore Jones White	Enhanced risk management and internal review capabilities will enable Federal Student Aid to further its efforts to mitigate vulnerabilities to fraud, waste, abuse and mismanagement.	-Provide appropriate specialized risk management training opportunities. -Provide for effective, organization-wide communication. -Establish a formal process for executive level sponsorship and oversight of Federal Student Aid's risk management strategy.	10/1/05	9/30/06		X	X	X	X	X	The Enterprise Risk Management Group will: (1) help Federal Student Aid to better assess and more effectively manage risks to its ability to achieve its strategic objectives; (2) provide the organization with the capability to identify potential issues/problems in a more timely manner; and (3) improve efforts to help mitigate fraud, waste, and abuse.
7.9.1	Provide appropriate specialized risk management training opportunities for all Risk Analysis and Reporting staff.	Ent Perf Mgmt	Jones		-Ensure that all Enterprise Risk Management (ERM) staff hired by 6/30/06 have appropriate IDPs in place within 90 days of beginning work. -Require that these IDPs include formal training on the Committee Of Sponsoring Organizations (COSO) Enterprise Risk Management framework being implemented at Federal Student Aid.	10/1/05	9/30/06				X	X	X	ERM staff must be current on risk management guidance, methodologies and tools, as well as Federal Student Aid's operations, in order to provide a quality work product. Providing professional development and training to ERM staff directly supports Federal Student Aid's Human Capital objectives.
7.9.2	Provide for effective, organization-wide communication on the purpose and role of the Enterprise Risk Management Group, with particular focus on the new Risk Analysis and Reporting Division.	Ent Perf Mgmt	Dore Jones		-Develop a presentation on the role of Federal Student Aid's Enterprise Risk Management organization (by 12/31/05). -Create and conduct appropriate relevant training sessions/materials (by 9/30/06).	10/1/05	9/30/06		X			X	X	Enhanced risk management capabilities, implemented via the COSO Enterprise Risk Management Framework, will enable Federal Student Aid to further its efforts to mitigate vulnerabilities to fraud, waste, abuse and mismanagement. This presentation and appropriate relevant training sessions will educate Federal Student Aid management on the role that both they, and the ERM organization, will have in the implementation of COSO.

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1 - Federal Student Aid Systems Integration and Technology	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 1 - ANNUAL ACTIVITIES														
7.9.3	Establish a formal process for executive level sponsorship and oversight of Federal Student Aid's risk management strategy .	Ent Perf Mgmt	Dore Jones		-Create an Enterprise Risk Management Committee comprised of Federal Student Aid executives and senior managers. -Develop an associated governing committee charter by 3/31/06.	10/1/05	3/31/06		X			X	X	Enhanced risk management capabilities, implemented via the COSO Enterprise Risk Management Framework, will enable Federal Student Aid to further its efforts to mitigate vulnerabilities to fraud, waste, abuse and mismanagement. This, in turn, will facilitate improvements in program integrity at Federal Student Aid and provide for the delivery of enhanced products and services. The COSO ERM Framework calls for a ERM Committee to sponsor and steer the organization as it implements COSO and enhances risk management capabilities.
7.9.4	Staff the Enterprise Risk Management organization.	Ent Perf Mgmt	Jones White		Fill all authorized vacancies	10/1/05	9/30/06		X		X	X	X	
7.10	Develop FY 07 Annual Performance Plan.	Ent Perf Mgmt	Reynolds	Development of the PBO's annual performance plan helps move the organization closer to achieving it's long-term strategic goals and objectives. This plan becomes the basis for the performance contract, required by the PBO legislation, between the Secretary and the COO as well as the COO and the COO's direct reports.	Draft version to COO by 9/30/06.	8/1/06	9/30/06						X	
7.11	Issue customer satisfaction survey results.	Ent Perf Mgmt	Reynolds	Legislation requires the PBO to improve service to students and other participants in the Title IV programs. Having an independent entity survey the PBO's customers provides the level of satisfaction and areas which need improvement.	Provide customer satisfaction index scores to the Department for inclusion in the Department's PAR.	1/1/06	9/30/06					X	X	Periodic customer measurement of Federal Student Aid business processes not only provides a means of assessing user satisfaction, it also provides valuable information, insights and recommendations that can lead to product, service and/or processes improvement. In addition, the data provided from modeling and analysis helps Federal Student Aid maximize resource allocation, as it is instructive in determining which enhancements have the greatest potential for improving overall customer satisfaction.
7.12	Execute reporting for Federal Student Aid's Annual Performance Plan and the Department's PAR.	Ent Perf Mgmt	Reynolds	Reporting on Federal Student Aid's performance progress satisfies Congressional and OMB requirements.	-Provide monthly annual plan reports to Federal Student Aid EMT and senior leaders within two weeks of month's end. -Other reporting is provided within the scheduled timeframe.	10/1/05	9/30/06						X	
8.1	Provide high quality information, research and informal problem resolution services to student loan borrowers and other participants in student programs.	Ombud	Wiley	The office's statutory mandate is to attempt informal resolution of student loan borrower complaints, provide public outreach and evaluate activities and effectiveness.	-Conduct weekly surveys of customer satisfaction with research and general assistance cases, maintaining an average score of 4.0 on a scale of 1 – 5, with 5 being the highest score. -Distribute information to Federal Student Aid offices and industry partners about ombudsman functions, availability and level of activity on no less than a quarterly basis. -Increase outreach initiatives and activities to internal/external partners by 10% to build collaborative relationships.	10/1/05	9/30/06		X			X	X	Through reporting potential program problems, the office supports Strategic Objective 2 (Improve program integrity) and Strategic Objective 5 (Improve products and services to provide customer services) by helping Federal Student Aid programs deliver improved products and services.

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1 - Federal Student Aid Systems Integration and Technology	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 1 - ANNUAL ACTIVITIES														
9.1	Conduct activities related to legislation such as the Reauthorization of the Higher Education Act (HEA), budget and appropriations bills that affect federal student aid.	Policy Liaison	Baker	The PBO has a statutory responsibility to recommend legislative and other policy changes to the Secretary. Federal Student Aid must ensure that changes to the Title IV programs that result from the HEA reauthorization as well as any other legislation are reviewed during development and implemented properly.	PLI will recommend statutory and regulatory changes to the Assistant Secretary for Postsecondary Education to improve the administration of Title IV programs.  PLI will represent Federal Student Aid in developing and reviewing legislation that affects federal student aid. This will be done in a timely and professional manner and includes: -Reviewing pending legislative proposals and coordinate Federal Student Aid response to the Office of Legislative and Congressional Affairs (OLCA). -Coordinating with OPE and OGC on legislative proposals. -Monitoring HEA and non-HEA legislation and regulations that affect federal student aid and advise Federal Student Aid management and operating units about relevant issues. -Providing guidance to Federal Student Aid operating units on implementation of statutory changes.	10/1/05	9/30/06		X	X		X	X	
9.2	Prepare for Federal Student Aid/ IRS data match.	Policy Liaison	Baker	In order to maintain the integrity of the Title IV programs, reduce erroneous payments, and simplify the application process, Federal Student Aid must partner with the IRS to obtain legislation authorizing a match of Title IV applicant data with IRS tax data. In addition, once such authorization is obtained, Federal Student Aid must implement its provisions in a cost effective, efficient, and least burdensome manner.	-Monitor current IRS match legislation. -Develop alternative IRS legislation for consideration by senior departmental officials and congressional staff. -Respond to questions and proposals on this issue from OPE and OLCA. -Provide guidance on the implementation of an IRS match, if legislation is enacted.	10/1/05	9/30/06		X	X		X	X	
9.3	Conduct activities related to required submissions to OMB.	Policy Liaison	Baker	The Privacy Act, other law and OMB requirements mandate that certain submissions, clearances, and approvals take place in order for Federal Student Aid to conduct much of its business.	In partnership with the Federal Student Aid operating units: -Review or draft, and recommend the submission of OMB clearance packages (such as forms, regulations, paperwork reduction burden assessments, computer matching agreements, system of record notices, formal approvals, etc.). -Enhance efficiency and consistency of Federal Student Aid submissions.	10/1/05	9/30/06		X	X		X	X	
9.4	Provide statutory, regulatory and other policy advice, leadership and expertise to Federal Student Aid management and staff.	Policy Liaison	Baker	To ensure accurate and consistent policy advice, PLI staff is the central policy unit for Federal Student Aid concerning legislation, regulations and other policy guidance related to student aid.	Based on ongoing evaluation of results from the work tracking system that was developed in FY 05, improve customer service to Federal Student Aid units and to outside entities.	10/1/05	9/30/06		X		X	X	X	
9.5	Perform professional liaison activities among Office of Postsecondary Education (OPE), OGC and Federal Student Aid regarding student aid issues.	Policy Liaison	Baker	PLI is responsible for coordinating Federal Student Aid's policy implementation with OPE and OGC. The 2004 staff reorganization between OPE and Federal Student Aid resulted in a need for new approaches to resolution of issues involving Federal Student Aid, OPE and OGC.	-Enhance the effectiveness of Federal Student Aid's cooperative efforts with OPE and OGC by establishing joint staff meetings. -Improve joint drafting process, and other methods that are appropriate.	10/1/05	9/30/06		X	X		X	X	
9.6	Develop and/or participate in the development of various internal and external Federal Student Aid communications.	Policy Liaison	Baker	PLI leads or participates in the development of key communications from Federal Student Aid or the Department concerning student aid policy.	In coordination with other participants of this process, PLI will use best efforts to ensure accuracy, timeliness and sensitivity to Federal Student Aid's customers in the development and/or review of Federal Student Aid communications, (such as Student Aid Handbook, training materials, and Dear Colleague letters).	10/1/05	9/30/06			X			X	

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1- Federal Student Aid Systems Integration and Technology	2- Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 1 - ANNUAL ACTIVITIES														
9.7	Advise OPE, OGC, OLCA and other ED and OMB offices of the impact of proposed legislative, regulatory, or policy initiatives to the federal student aid programs.	Policy Liaison	Baker	PLI serves as the lead for Federal Student Aid responses to other ED and OMB offices involved in student aid issues concerning the impact of changes in relevant laws or regulations.	In collaboration with Federal Student Aid operating units, PLI will keep other ED offices informed about the impact of proposed changes in regulations or statute on Title IV programs.	10/1/05	9/30/06		X	X		X	X	
9.8	Work with external customers such as schools, lenders, students, servicers, associations, et al, on questions of policy implementation.	Policy Liaison	Baker	PLI is the point of contact for questions about Federal Student Aid policy implementation.	-PLI will respond in a timely manner to inquiries from external customers. -Provide accurate and professional presentations at meetings and/or conferences.	10/1/05	9/30/06						X	
9.9	Participate in development of regulations related to Federal Student aid, resulting from the reauthorization of the Higher Education Act of 1965, as amended.	Policy Liaison	Baker	If reauthorization occurs this year, there will be considerable activity in revising program regulations to reflect the changes in legislation. PLI will be the group responsible for coordinating Federal Student Aid participation in the extended negotiated rulemaking process that is required by law.	-PLI will coordinate participation in negotiated rulemaking for Federal Student Aid in a manner that keeps the Federal Student Aid operating units informed of the progress and allows time to give meaningful input to the process. -PLI will collaborate with OPE and OGC throughout the process, provide research and drafting assistance, and work with outside entities participating in negotiated rulemaking.	10/1/05	9/30/06						X	
10.1	Implement and update human capital plan.	Wrkfree Spt Serv	Manheimer	Goal 1 of the Federal Student Aid Human Capital Plan commits the organization to integrating our Strategic Plan and Daily Operations to ensure workforce readiness and the ability to carry out our mission.	-Plan updated annually. -Progress reports monthly. -Issue Human Capital Dashboard monthly. -Milestones met monthly.	10/1/05	9/30/06						X	This project ensures that the Human Capital Plan will be a living document. Progress reports, dashboards and milestones will be reviews by the EMT of Federal Student Aid.
10.2	Develop a baseline for the Five Year Plan performance measure.	Wrkfree Spt Serv EPMS	Manheimer Teresa Fare	Goal of 1 Federal Student Aid Human Capital Plan commits the organization to integrating our Strategic Plan and Daily Operations to ensure workforce readiness and the ability to carry out our mission. The Federal Student Aid Five Year Plan includes a success measure as follows: use training resources to develop a highly skilled workforce to ensure competency in mission-critical skills/knowledge.	-Determine mission critical skills. -Determine target population for training. -Measure participation rate in required training.	1/31/06	9/30/06				X		X	This project ensures that Federal Student Aid training resources are targeted toward mission-critical skills and that these skills are developed and maintained.
10.3	Design, deliver and evaluate Supervisor Skills Training (Cornerstones).	Wrkfree Spt Serv	Teresa	Goal 2 of the Federal Student Aid Human Capital Plan includes a goal dedicated to developing current and future leaders to ensure a continuity of operations and success over time.	-Modules delivered to pilot group. -Participation rate for pilot group. -Increase in knowledge and skills reported by participants. -On-the-job improvements reported by supervisors of participants. -Evaluation designed and conducted by Dec 2006. -Modules developed for current managers by 9/1/06.	10/1/05	9/30/06				X		X	The Cornerstones Program provides new supervisors - and supervisors new to the Federal environment - with skills and a professional network to improve their performance and promote accountability in Federal Student Aid.
10.4	Design evaluation to determine satisfaction w/ investment in Leadership Fund and coaching activities.	Wrkfree Spt Serv	Babson	Goal 2 of the Federal Student Aid Human Capital Plan includes a goal dedicated to developing current and future leaders to ensure a continuity of operations and success over time.	-\$ and % of fund expended. -Relevance of programs to participant needs. -Extent of organization benefits from participant and sponsor point of view. -# Coaching clients. -% Clients satisfied. -% Of clients supervisors who are satisfied.	11/1/05	9/30/06				X		X	The evaluation project is a key step toward examining Federal Student Aid's return on investment in its leadership development programs.

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1 - Federal Student Aid Systems Integration and Technology	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 1 - ANNUAL ACTIVITIES														
10.5	Define career path for leaders at all levels.	Wrkfrec Spt Serv	Teresa	Goal 2 of the Federal Student Aid Human Capital Plan includes a goal dedicated to developing current and future leaders to ensure a continuity of operations and success over time.	-Review and clarify Skills Catalog manager/leader competencies for each level (executive, middle manager, first line supervisor, pre-supervisor). -Facilitate and promote developmental and rotational assignments. -Secure appropriate assessment tools (dependant on funding).	1/1/06	9/30/06				X		X	The career path project helps provide a transparent plan for career progression. It supports Federal Student Aid's human capital plan for developing current and future leaders.
10.6	Implement the Performance Management Improvement Plan.	Wrkfrec Spt Serv	Mondragon	Goal 3 of the Federal Student Aid Human Capital Plan includes a goal dedicated to strengthening our results-oriented culture to ensure a motivated workforce that performs at the optimal level needed to accomplish our mission and delight our customers.	-Develop baseline measures for Performance Management Improvement Plan by first qtr FY 06. -Meet key quarterly milestones. -Report improvements in baseline metrics to Federal Student Aid EMT.	10/1/05	9/30/06				X		X	The performance management project supports the human capital objective by developing and implementing activities that ensure the Federal Student Aid workforce has clear expectations about work requirements and is as productive as possible.
10.7	Implement HR delegations, Project "Pilot."	Wrkfrec Spt Serv	Mondragon	Goal 4 of the Human Capital Plan includes a goal focused on improving our capacity to attract and retain the best and brightest employees, (Right People, Right Jobs) so that the work of Federal Student Aid is held in the highest regard. The Plan includes key activities focused on streamlining hiring and improving employee development.	-Plan developed within 30 days of the delegation. -Key milestones met. -Implementation in place 180 days after plan developed.	1/9/06	9/30/06				X		X	The delegations project will help Federal Student Aid to perform its human resources activities with greater flexibility, and as a result, it can achieve its goals for hiring and performance management as efficiently and effectively as possible.
10.8	Develop and deliver FY 06 Training Plan.	Wrkfrec Spt Serv	Rumber	Goal 4 of the Human Capital Plan includes a goal focused on improving our capacity to attract and retain the best and brightest employees, (Right People, Right Jobs) so that the work of Federal Student Aid is held in the highest regard. The Plan includes key activities focused on streamlining hiring and improving employee development.	-Provide the deliverables identified in the training plan. -Achieve a satisfaction rate of 80%. -NEOP delivered quarterly w/ 85% of new hires attending and satisfaction rate of 80% achieved.	10/1/05	9/30/06				X		X	The development and delivery of the Federal Student Aid Training Plan for 06 will ensure that training resources for developing human capital are spent according to Federal Student Aid priorities.
10.8.1	Design and develop Student Aid Essentials curriculum.	Wrkfrec Spt Serv	Brown	Goal 4 of the Human Capital Plan includes a goal focused on improving our capacity to attract and retain the best and brightest employees, (Right People, Right Jobs) so that the work of Federal Student Aid is held in the highest regard. The Plan includes key activities focused on streamlining hiring and improving employee development.	-Curriculum developed. -Curriculum/modules delivered. -Stakeholder Satisfaction with curriculum.	10/1/05	9/30/06				X		X	The development and delivery of a Student Aid Basics curriculum will help Federal Student Aid maintain the competency of its staff in knowledge of student aid programs - a basic, mission critical skill in Federal Student Aid.
10.9	Develop a Personal Development Plan (PDP) process and tool available for all employees.	Wrkfrec Spt Serv	Rumber	Goal 4 of the Human Capital Plan includes a goal focused on improving our capacity to attract and retain the best and brightest employees, (Right People, Right Jobs) so that the work of Federal Student Aid is held in the highest regard. The Plan includes key activities focused on streamlining hiring and improving employee development.	-PDP Process designed by 2nd quarter of FY 06. -# Employees w/ PDFs.	10/1/05	9/30/06				X		X	Federal Student Aid is developing a Professional Development Planning tool along with a process for using it effectively to help employees identify their career goals and training needs.



PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						
								1 - Federal Student Aid Systems Integration and Technology	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
TIER 1 - ANNUAL ACTIVITIES														
10.10	Implement parking and transit benefits programs.	Wrkfrc Spt Serv	Washington	A healthy safe, secure, high-quality work environment is needed to support the high productivity of the Federal Student Aid workforce so that they can achieve the goals of the Strategic Plan.	% Benefits applications processed to ED within 3 business days of receipt - to be reported quarterly beginning after the end of the 2nd quarter of FY 06.	4/30/06	9/30/06				X		X	The parking and transit benefits programs are work/life programs that help Federal Student Aid attract and retain high-performing employees in a competitive environment.
10.11	Develop a facilities strategy that encompasses a space management plan for current and projected staffing.	Wrkfrc Spt Serv	Washington	A healthy safe, secure, high-quality work environment is needed to support the high productivity of the Federal Student Aid workforce so that they can achieve the goals of the Strategic Plan.	-Policies and procedures developed. -Formation of SME advisory committee and review of quarterly recommendations.	10/1/05	9/30/06				X		X	The facilities strategy allows for changes in Federal Student Aid's workforce composition and Human Capital Plan by taking a proactive approach for ensuring that new employees have a workspace conducive to high productivity.
10.12	Develop and use a report to track volume of and responsiveness to building maintenance, repair, and furnishing services requests (does not include renovation, construction or event management).	Wrkfrc Spt Serv	Washington	A healthy safe, secure, high-quality work environment is needed to support the high productivity of the Federal Student Aid workforce so that they can achieve the goals of the Strategic Plan.	-Reports developed by 12/31/05. Begin reporting quarterly by end of second quarter FY 06: -Volume of requests. -Response time – based on types of requests. -Satisfaction – based on semi-annual survey.	4/30/06	9/30/06				X		X	The project allows for WSS and the Federal Student Aid EMT to monitor workplace services to support the best performance from Federal Student Aid's workforce.
10.13	Implement an Federal Student Aid Emergency Preparedness Plan.	Wrkfrc Spt Serv	Washington	A healthy safe, secure, high-quality work environment is needed to support the high productivity of the Federal Student Aid workforce so that they can achieve the goals of the Strategic Plan.	-OEP updated according to strategic plan. -Drills held quarterly. -Qtrly public safety awareness activities.	12/31/05	9/30/06				X		X	Implementing the Federal Student Aid Emergency Plan plans for the safety of employees and continuity of operations in the event of an emergency.

**FY2006 Discretionary Plan**

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1- Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 2 - DEVELOPMENT AND INTEGRATION ACTIVITIES														
11.1	Implement Federal Student Aid Enterprise Communications Strategy.	Comm	O'Brien Greene Douglas	This endeavor will provide enterprise-wide communications strategy and branding of aid awareness marketing and outreach Web sites, documents and materials.	-Cast and shoot video and stills for Public Service Announcements (PSAs) and posters. -Launch Federal Student Aid Brand at Electronic Access Conferences (EACs) in Nov. and Dec. -Develop press releases and fact sheets. -Incorporate brand in Federal Student Aid web environment such as Federal Student Aidnet.	10/1/05	9/30/06	X				X		Supports Federal Student Aid Systems Integration and Technology by incorporating Federal Student Aid's new brand on all Web sites so when customer's view our sites, they will know it is Federal Student Aid. By producing and airing PSAs, incorporating our brand on Federal Student Aidnet and launching new brand at EACs, we are delivering the right news to the right people at the right time for all internal and external customers. Supports Improve Products and Services by providing customers with one brand to recognize Federal Student Aid's information and products. Updates the current brand for a more modern feel and less confusing for our customers.
11.2	Perform software upgrades as necessary for 'Student Aid on the Web' and 'Federal Student Aid for Counselors'.	App, Elig & Del Serv	Douglas	Federal Student Aid needs to assure that it's student-facing products and services are available to customers via the Internet 24 hours a day.	Perform Microstrategy upgrade: -Test plan approved by 12/1/05. -Testing completed by 1/15/06. -Implementation by 1/31/06.  Perform Oracle 10g upgrade: -Test plan by 4/1/06. -Testing completed by 5/1/06. -Implementation by 5/31/06.  -Determine the viability of national aid awareness summit or symposium by 6/30/06. -Development of a publication for parents of middle schoolers and a companion publication for middle schoolers will be approved by Office of Public Affairs (OPA) by 3/31/06. -Develop the 'Stay-in-Touch program by 6/30/06.	10/1/05	9/30/06							
11.3	Implement SAA initiatives.	App, Elig & Del Serv	Douglas	Current students and prospective students, both traditional and nontraditional, need to better understand financial aid programs.	-Determine the viability of national aid awareness summit or symposium by 6/30/06. -Development of a publication for parents of middle schoolers and a companion publication for middle schoolers will be approved by OPA by 3/31/06. -Develop the 'Stay-in-Touch' program by 6/30/06.	10/1/05	6/30/06					X		Federal Student Aid has a vested interest in assuring that the correct information is made available, and easily attainable, by our customers. By raising awareness, increasing access, streamlining processes and information, and finding efficiencies, we serve more students with greater accuracy in less time. This objective is achieved by working collaboratively across the entire organization.
11.3.1	Leverage partnership arrangements with organizations.	App, Elig & Del Serv	Douglas	Establish Federal Student Aid as the trusted source for federal student aid information.	Determine the viability of national aid awareness summit or symposium by 6/30/06.	10/1/05	6/30/06							
11.3.2	Provide accurate and timely information that meets the needs of our audiences.	App, Elig & Del Serv	Douglas	Students, parents, counselors, FAA's and other customers should find the information they need to make financial aid decisions quickly and easily while demonstrating increasing comfort with Federal Student Aid's electronic products and services.	Development of a publication for parents of middle schoolers and a companion publication for middle schoolers will be approved by OPA by 3/31/06.	10/1/05	6/30/06							
11.3.3	Disseminate information directly to target audience through Federal Student Aid participation in outreach activities.	App, Elig & Del Serv	Douglas	Effectively communicate Federal Student Aid's product and services to those that are most in need and are most likely to require additional assistance.	Develop the 'Stay-in-Touch' program by 6/30/06.	10/1/05	6/30/06							

**FY2006 Discretionary Plan**

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1- Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4- Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 2 - DEVELOPMENT AND INTEGRATION ACTIVITIES														
11.4	Implement the Integrated Partner Management (IPM) Solution.	App, Elig & Del Serv	Wyatt	<p>The IPM project was initiated to address some of the deficiencies in Federal Student Aid's current stove-piped system architecture, characterized by multiple trading partner entry points to Federal Student Aid's services: redundant data edits, redundant data storage, excessive file exchange activities, and the inability to view data holistically about a trading partner's activities and needs. These deficiencies result in barriers to performing adequate monitoring and oversight, limit Federal Student Aid's ability to provide customer service to trading partners, create frustration among Federal Student Aid's customers who must deal with multiple Federal Student Aid systems to perform a single business function, and contribute to risk in the student aid programs.</p> <p>IPM will significantly improve Federal Student Aid's business operations, including the critical monitoring and oversight functions, by creating the ability to track customer activities through the full life-cycle of a trading partner's functions within Federal Student Aid's systems.</p> <p>IPM will also increase customer satisfaction by leveraging single sign-on for trading partners.</p>	<p>-Complete and issue Request for Proposal (RFP) by 1/31/06.</p> <p>-Complete offeror evaluations and award development contract by 7/31/06.</p>	10/1/05	7/31/06	X	X			X		IPM is intended to take advantage of the opportunity to integrate the partner management operations of Federal Student Aid's business. The partner management functions include enrollment, eligibility and oversight processes used to manage trading partner entities (i.e. schools, school services, lender services, guaranty agencies, private collection agencies, state agencies, federal agencies, accrediting agencies, and auditors) as they administer Title IV Financial Aid for Students. Integrated Partner Management (IPM) intends to take advantage of this opportunity by migrating the services provided in four legacy systems into a single IPM solution. This integration will take an end-to-end view of Federal Student Aid's entire partner eligibility and oversight business and re-engineer/modernize PEPS, eAPP, eZ-Audit and Electronic Record Management (ERM).
11.4.1	Complete and issue RFP.	App, Elig & Del Serv	Wyatt		Complete and issue RFP by 1/31/06.	10/1/05	1/31/06							
11.4.2	Complete offeror evaluations and award development contract.	App, Elig & Del Serv	Wyatt		Complete offeror evaluations and award development contract by 7/31/06.	3/31/06	7/31/06							
11.5	Initiate School Eligibility Channel (SEC) improvements.	App, Elig & Del Serv	Wyatt	Improve SEC's ability to retrieve documents needed for oversight; provide improved communication across the DC and regional teams to share workload and process reports; and improve decision making.	<p>-This initiative will make notable improvements to some of the existing SEC Systems (eZ-Audit, Electronic Records Management, PEPS, etc.) to facilitate access to all of the available electronic data.</p> <p>-Award Task Order for eZ-Audit by 9/30/06.</p> <p>-Develop a plan for Website for Case Management and Oversight (CMO) Net.</p> <p>-Award Task Order for ERM by 9/30/06.</p> <p>-Award Task Order to provide PEPS/eAPP documentation around system and security processes by 9/30/06.</p> <p>-Award PEPS Task Order for SEC Standards by 9/30/06.</p>	10/1/05	9/30/06					X		
11.5.1	Modify eZ-Audit to incorporate enhancements identified in the SEC Standards Initiative core business process improvements.	App, Elig & Del Serv	Wyatt		Award Task Order by 9/30/06.	3/1/06	9/30/06						X	
11.5.2	Re-engineer Website for CMO Net.	App, Elig & Del Serv	Wyatt		Develop a plan including implementation and support schedule.	1/1/06	9/30/06						X	
11.5.3	Enhance ERM Performance.	App, Elig & Del Serv	Wyatt		Award Task Order by 9/30/06.	5/1/06	9/30/06						X	

**FY2006 Discretionary Plan**

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1- Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 2 - DEVELOPMENT AND INTEGRATION ACTIVITIES														
11.5.4	Award Task Order to provide PEPS/eAPP documentation around system and security processes.	App, Elig & Del Serv	Wyatt		Award Task Order by 9/30/06.	3/1/06	9/30/06						X	
11.5.5	Award PEPS Task Order for SEC standards enhancements.	App, Elig & Del Serv	Wyatt		Award Task Order by 9/30/06.	3/1/06	9/30/06						X	
11.6	Determine the feasibility of producing an electronically searchable Federal Student Aid Handbook.	App, Elig & Del Serv	Roemer	Validate search ability requirements with three focus groups.	Prior to 9/30/06, we will make a decision regarding whether or not to pursue an electronically searchable Federal Student Aid Handbook.	10/1/05	9/30/06							
11.7	Begin implementing the next steps of the Enterprise Data Strategy Initiative. Develop a Statement of Objectives (SOO) to implement the Student Aid History Management (SAHM) / Information Framework (IF) Integration Initiative.	CIO	Wilson Blot Fontana Jacks	Develop the SAHM/Information Framework solution that will provide a Enterprise Analytics and Research, enterprise shared services, and common data architecture to support Federal Student Aid's business processes. This initiative supports the goal to modernize and implement an integrated set of information systems that will enable Federal Student Aid to efficiently manage and effectively control postsecondary education assistance programs, by providing for the management of student loan data for the management of both the Direct Loan and the FFEL Loan programs.	Develop a SOO to procure the design, build, and operations support of the SAHM / Information Framework within the Federal Student Aid Target State Vision.	10/1/05	9/30/06	X	X	X		X		
11.7.1	Perform market research on the SAHM / information technology framework Project.	CIO	Wilson Blot Fontana Jacks	Industry benchmarking -- to understand industry's approach in providing some of the business requirements for the SAHM/IF solution. To gain additional information on how the Enterprise Service Bus concept can be used to support Federal Student Aid's business requirements on SAHM/IF/SAIG and portals. Also to generate vendor interest in the SAHM/IF procurement.	Complete market research by 11/30/05.	10/1/05	1/31/06							
11.7.2	Continue to develop and maintain Federal Student Aid's Data Architecture in the data and enterprise modeling tool.	CIO	Greene	Federal Student Aid needs a central repository for its metadata to meet both OMB requirements, as well as perform impact analyses on data, as systems are consolidated and re-engineered.	Published Popkin-based models and metadata, along with reports that can be used by Integration Leadership Support (ILS) and systems re-engineering teams, as well as the requirements of the Federal Data Reference Model (DRM)	10/1/2005	9/30/2006							
11.8	Provide a technology contingency fund for unanticipated new technical requirements.	CIO	England	This contingency fund will enable the acquisition of additional hardware and/or software in support of unanticipated increased capacity requirements or in support of new technology product insertion or technology refresh.	Support the insertion of new, unplanned technologies, products, or hardware in the ITA/EAI environment to support new application or capacity requirements.	10/1/05	9/30/06						X	
11.9	Provide Data Management Support to Federal Student Aid Business owners and their Systems.	CIO	Reddy	Adopt a coordinated Data Governance Process that effectively aligns technology decisions to Federal Student Aid's business and information needs to the IT lifecycle management processes. An integral part of implementing Federal Student Aid's Target State Vision is around: -Sharing Common Data -Reducing data redundancy -Improving accuracy of Federal Student Aid Data  The tasks associated with Federal Student Aid Data Management are implementation of sound Data Management practice recommendations in the Data Strategy documents.	-Develop a process to register Data models in Federal Student Aid's Data Model Repository by Jan 2006. -Establish and maintain a Data Model Repository by Jan 2006. -Establish and Maintain Enterprise Conceptual Data Model by Jan 2006. -Continue to Support Data Reference portion of EA.	10/1/05	9/30/06	X	X	X		X		Federal Student Aid's Data Model repository will maintain legacy data models as well as models for new systems.  Federal Student Aid's Life Cycle Management outlines the requirement to conduct base line analysis of current data. The underlying premise is that the data currently maintained in legacy system will be converted upon migration to the new environment. An essential aspect of that base line analysis is the legacy data model.  The model repository will also maintain common data (Data Sharing, Reduce Data Redundancy, & Improve Data Accuracy) such as Person, Organization and AID information so the data will be modeled once and used across multiple systems.

**FY2006 Discretionary Plan**

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1- Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 2 - DEVELOPMENT AND INTEGRATION ACTIVITIES														
11.9.1	Align Federal Student Aid Extensible Markup Language (XML) Registry and Repository with Data Modeling effort.	CIO	Reddy	Capitalize on the investment Federal Student Aid has made in registering common data elements in the XML Registry and Repository. Develop process and procedure for sharing common Federal Student Aid data defined in the XML Registry and Repository with developers of Federal Student Aid systems.	-Create translation between XML and Data Modeling disciplines by 1/31/06. -Create mechanism to migrate XML Tags into data Modeling tool by 1/31/06. -Develop communications mechanism to ensure current and future software developers in the Federal Student Aid environment are aware of direction by 6/15/06. -Acquire legacy data models to assist as part of Federal Student Aid LCM by Sep 2006.	10/1/05	9/30/06	X	X	X		X		
11.9.2	Develop and Maintain Federal Student Aid Enterprise Conceptual Data Model.	CIO	Reddy	Provides a graphical representation of the major categories of information Federal Student Aid business leaders to manage the AID Delivery Process.	Develop and Maintain Federal Student Aid Enterprise Conceptual Data Model: Complete Initial Model by 11/1/05.	10/1/05	9/30/06							The Enterprise Conceptual Data Model will establish the framework for identification of specific categories of common data that will be shared across the Enterprise.
11.10	Portal Strategy and Prototype.	CIO	Coleman Pemberton Wolff	Currently, Federal Student Aid maintains 58 separate Web sites for students/parents, counselors, schools, financial partners, employees, and contractors/partners. The approach to look and feel, content organization, naming, and navigation, etc, on these sites is fragmented and inconsistent, resulting in redundancies in content and functionality, inefficiencies in maintaining Web resources, and customer confusion. By implementing a consistent, managed view for users, consolidating information and services, and establishing enterprise standards, Federal Student Aid can improve usability and satisfaction, reduce complexity, and decrease development/maintenance costs.	Define an enterprise portal infrastructure strategy, including technology standards and guidelines, and a preferred implementation option. Target outcomes include:  - Concept of Operations (CONOPS) to be shared with business owners and vendors. - Identification of current websites to be transitioned to the future portal infrastructure. - Portal Prototype that demonstrates the reusable portal infrastructure.	10/1/05	9/30/06	X		X		X		The Federal Student Aid Enterprise Web Strategy will create an integrated Web presence that will provide Federal Student Aid customers with access to consolidated information and services, simplify the way customers and partners interact with Federal Student Aid via the Web, and improve overall customer awareness and satisfaction. It may also reduce costs by establishing common platforms that can be maintained more efficiently, make efficient use of Federal Student Aid's technology dollars, and simplify enterprise-wide responses to changes or new regulations/guidance.
11.11	Implement National Student Loan Data System (NSLDS) enhancements.	Financial Partners	Fontana	(The needs of each enhancement will be provided when requested).	Background Note: Contingency fund for enhancements. Not known at this point.	10/1/05	9/30/06		X			X		
11.12	Establish Quantitative and Qualitative (Q&Q) Cost library.	Ent Perf Mgmt	Bradfield	Federal Student Aid is in need of historical data to perform various cost studies necessary to make realistic, but justifiable business cases, ultimately leading to better budget planning and fiscal management. The repository is a necessary step to that end.	Operational repository is established.	10/1/05	9/30/06		X	X		X		2. Adds option for additional analysis and audit of contracts and proposals. 3. Concretely reduces contract costs. 5. Provides more cost effective delivery of products and services.
11.13	Establish Business Support Processes and Tools.	Ent Perf Mgmt	Kuriatnikova	This initiative implements the computer application to support project management processes (see item 7.1) to improve oversight and management of investments.	Implement Phase 2 (Program/Project Management) modules of this investment.	10/1/05	9/30/06							
11.14	Implement Financial Partners Data Mart enhancements.	Financial Partners	Beavers	(The needs of each enhancement will be provided when requested).	Contingency fund for enhancements. Not known at this point.	1/1/06	9/30/06		X			X		
11.15	Complete evaluation of 2005-06 notification process to applicants who estimated income on their 2005-06 FAFSAs to see if process resulted in increased correction activity.	App, Elig & Del Serv	Leith		Evaluate whether the 2005-06 notification effort to students and parents resulted in increased correction activity to key FAFSA data elements. If so, continue notification effort for 2006-07 processing year, with any identified enhancements. If not, explore other alternatives to improving the accuracy of applicant data.	10/1/05	9/30/06		X			X		

**FY2006 Discretionary Plan**

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1- Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 2 - DEVELOPMENT AND INTEGRATION ACTIVITIES														
11.16	Implement eCB application modifications necessary for eCB to utilize Federal Student Aid Chief Information Officer's (CIO's) security architecture.	App, Elig & Del Serv	Leith		-Develop plan to resolve customer issues resulting from the implementation by 1/31/06. -Inform community of changes by 2/28/06. -Implement first phase (5 to 10 schools) by 3/31/06. -Close all issues opened with first phase by 9/30/06. -Decide if implementation will be expanded to other schools and develop plan for doing so (if applicable) by 9/30/06.	10/1/05	9/30/06	X	X			X		This implementation improves products and services and supports integration and improvement efforts by providing the ability to evaluate the effectiveness of the implementation approach. Lessons learned will inform other Federal Student Aid systems that will benefit from the experience. CIO's security architecture is the enterprise solution for access for all users and is to be integrated across all applications. Once CIO security architecture is implemented across all applications, we will provide better service by eliminating the many user ids and passwords for each application, and improved program integrity. Here are some examples: CIO's security architecture is the enterprise solution for access for all users and is to be integrated across all applications. Improving security access provides improved program integrity. Once CIO security architecture is implemented across all applications, we will provide better service by eliminating the many user ids and passwords for each application.
11.17	Provide project management training.	Ent Perf Mgmt	Kuriatnikova	A better performing project management workforce.	Conduct six classes.	10/1/05	9/30/06				X			
11.18	Implement new FMS enhancements.	CFO	Thomas Harris	Planned enhancements include (1) Reconciliation Re-engineering & Discoverer End-User Layer Modifications and (2) Form 2000 & LaRS enhancements not related to HEA. The first group of requirements will reduce the amount of manual effort in the reconciliation processes and improve the internal controls over financial reporting. It is also expected to have an impact on user satisfaction for FMS. The second group of requirements is expected to improve user satisfaction and further streamline the FFEL processes.	If the reconciliation re-engineering enhancements are implemented successfully, we expect a reduction in manual effort in the process and improved internal controls. Reconciliation re-engineering and Form 2000 and LaRS changes modifications are also expected to have a positive impact on our user satisfaction scores.	12/1/05	9/30/06		X					Objective 2: As part of the upgrade, Federal Student Aid will be implementing enhancements that improve controls and automate manual processes. For example, as part of reconciliation re-engineering, we will be implementing system changes that automate current manual procedures, thereby reducing the overall effort in the process, while reducing the risk of human error.
11.19	Implement new ABC software.	CFO	Tracey Nelson	The new software is necessary to meet the following FY2006 ABC effort initiatives:  - significantly improve the accuracy and usefulness of ABC analysis in the budgeting process. - push more flexible and user-friendly reports to a broader audience within Federal Student Aid. - automate links to input systems, including the Department's general ledger system, FMSS.  GAO has cited controls over non-financial data and reporting/training as issues for the ABC team to address. The implementation of this software is necessary for the team to address to GAO concerns.	Tool is successfully implemented in a pilot phase, allowing:  - more robust performance budgeting. - a wider reporting audience with broader and deeper access to the ABC data. - automated links to feeder systems. - GAO audit action items closed.	12/1/05	9/30/06			X		X		In order to reduce costs and improve processes, a wider audience should have access and an understanding of the ABC data. The implementation of this software is a step to better inform Federal Student Aid managers when they are making decisions about costs and processes.

**FY2006 Discretionary Plan**

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1- Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 2 - DEVELOPMENT AND INTEGRATION ACTIVITIES														
11.20	Make decision whether to procure support to address revised PBC requirements to comply with OMB Circular A-123. (\$268,200)	CFO	Selva Hurt		Decision made.	10/1/05	3/31/06							
11.21	Make decision whether to procure support to implement reengineered account reconciliations to improve their timeliness and effectiveness. (\$500,000)	CFO	Hilliard Beger		Decision made.	10/1/05	3/31/06							
11.22	'Experimental Sites' initiative has been moved to Operational Milestone 1.9.9.													
11.23	Determine feasibility of e-Appeals and publish a CDR Quick Reference.	App, Elig & Del Serv	Roemer		Determine feasibility of e-Appeals by 9/30/06 and publish a CDR Quick Reference by 12/31/05.	10/1/05	9/30/06		X				X	
11.24	Develop and implement case management procedures to increase national consistency of School Participation Team operations.	App, Elig & Del Serv	Edwards		Develop and implement procedures that cover three core functions that will be deployed by 9/30/06.	10/1/05	9/30/06		X				X	
11.25	Provide integration leadership to strategic initiatives to ensure alignment with enterprise Target State Vision and coordination across projects.	App, Elig & Del Serv	Saunders	Federal Student Aid development projects, including ADvance and Information Framework, should integrate with Federal Student Aid's enterprise vision for data, business process, and technology.	Provide enterprise guidance to the enterprise projects to ensure alignment with the Federal Student Aid enterprise vision and data model.	10/1/05	9/30/06	X	X			X	X	Providing leadership, guidance and coordination across enterprise projects helps to ensure that additional stovepipes are not developed and that systems are truly integrated. Integration and sharing of data leads to higher data quality, accuracy and integrity and consistent service to Federal Student Aid's customers through elimination of data conflicts and standardization of business processes. Integration also leads to less redundancy in data and infrastructure which increases the efficiency and effectiveness of systems.
11.26	Maintain and enhance inclusive Application, School Eligibility and Delivery Services (ASEDS) requirements-tracking process that includes the input of all Federal Student Aid clients.	App, Elig & Del Serv	Leith	Our requirements should incorporate the input and critical business needs of students, parents, school administrators, and Federal Student Aid staff.	-Build on the integrated work team approach established in FY 05 to include milestones for customer feedback. -Develop a process for providing customer base with feedback on status of requests by 3/31/06.	10/1/05	9/30/06		X			X	X	An integrated approach to gathering requirements will help ensure that data received from applicants has consistently applied requirements implemented across the system; that duplicate data is eliminated as appropriate; and that users move towards a single common understanding of a data element. An integrated approach to gathering requirements will provide a greater infusion of requirement recommendations and insight regarding our full range of customers.

**FY2006 Discretionary Plan**

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1- Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 2 - DEVELOPMENT AND INTEGRATION ACTIVITIES														
11.27	Implement the ADvance Solution.	App, Elig & Del Serv	McMahon	The ADvance project directly supports the goals of the Performance Based Organization (PBO) enabling legislation and represents the third major system integration initiative. The ADvance solution will apply key architectural solutions, including middleware technologies, to integrate with other modernized systems and legacy systems to enable data sharing and reduce redundancies. It will, among other things, increase operational effectiveness and reduce costs; integrate processes and systems to facilitate streamlined aid delivery; and, provide a single method for reporting and receipt of processing results to schools and state agencies across application, origination and disbursement.	-Identify and plan for additional required resources to support transition by 12/31/05. -Complete requirements phase by 1/31/06. -Complete high-level design by 3/31/06. -Develop detailed implementation approach by 3/31/06. -Complete interface testing between the eCampus-Based (eCB) and COD systems and the Financial Management System (FMS) after Oracle 11i upgrade by 12/31/05. -Complete interface testing between the eCB and COD systems and the VDC after Microstrategy upgrade by 2/28/06.	10/1/05	3/31/06	X	X	X		X	X	-ADvance integrates the front end systems (app and O & D) systems into a single solution. Consolidates multiple help desk centers and creates a common solution for all customer interaction. -ADvance enhances exception processing, reconciliation and auditing between systems, offers a robust business intelligence solution for integrated view of students and data mining to improve oversight, analysis capability, and program management. -Over the life of the contract, ADvance will reduce costs to Federal Student Aid by over \$500 million dollars. -ADvance's process improvements will enhance the customer experience, streamline the process for students and schools, as well as offer functionality not previously available.
11.27.1	Identify and plan for additional required resource to support transition.	App, Elig & Del Serv	McMahon		Additional resources identified and plan approved by Federal Student Aid Executive Management Team (EMT) by 12/31/05.	9/1/05	12/31/05	X	X		X		X	
11.27.2	Complete requirements phase.	App, Elig & Del Serv	McMahon		High-level and detailed business requirements documented and approved.	3/1/05	1/31/06	X	X			X	X	
11.27.3	Complete high-level design.	App, Elig & Del Serv	McMahon		High-level design complete and move to detailed design approved by Federal Student Aid EMT.	5/1/05	3/31/06	X	X			X	X	
11.27.4	Develop detailed implementation approach.	App, Elig & Del Serv	McMahon		Develop detailed implementation approach by 3/31/06.	11/1/05	3/31/06	X	X			X	X	
11.28	'CSB Initiative' has been moved to Operational Proeject 2.15.													
11.29	Implement Borrower Services realignment.	Borrower Services	Hopkins Branner	To align organization to support Borrower Services integrated systems and services.	-Obtain approval from Federal Student Aid Senior management by Oct 2005 and ED management by Dec 2005 and American Federation of Government Employees (AFGE) Council 252 by Jan 2006 and complete Borrower Services realignment by 3/31/06. -Proposed second round buyout period for 11 VERA/VSIP's is 11/14/05 through 11/21/05.	10/1/05	3/31/06		X	X		X	X	This item supports Federal Student Aid 's objectives 2 and 4 to improve program integrity and human capital management by ensuring that Borrower Services appropriate staff responsibilities are aligned to support CSB operational/organizational structure.



**FY2006 Discretionary Plan**

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1- Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4- Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 2 - DEVELOPMENT AND INTEGRATION ACTIVITIES														
11.29.1	Identify and assign the monitoring responsibility for the 68 CSB performance metrics.	Borrower Services	Murray	Oversight and program integrity.	-Borrower Services directors assign staff to each of the performance metrics and staff will monitor, track and analyze the performance metrics. -Approve Information Technology (IT) Performance Procedures & Metrics by 11/1/05. -Approve Non-IT Performance Metric Procedures by 11/30/05. -Assign Performance metrics to appropriate Borrower Services staff for monitoring by 1/30/06.	10/1/05	9/30/06						X	
11.30	Provide CSB implementation team with requirements/information/guidance in a timely manner.	CFO	Berger Smith	Support the successful implementation of the CSB system.	-Formal project plan will be developed by CSB, in coordination with CFO; with CFO identified tasks and deadlines within the CSB project. -Sign-off by CSB when tasks and deadlines are completed by CFO.	10/1/05	9/30/06		X	X		X	X	CSB is a major Federal Student Aid initiative for the integration of systems, updating technology, reducing costs, and delivering effective and accurate student aid. The accounting for the multiple programs is very complex. It is essential for the success of CSB that accurate accounting and reporting are built in to the design of CSB and that effective internal controls are engineered into the business processes.
11.31	Validate the Data Quality Management Plan.	CIO	Wilson	Federal Student Aid will continue to socialize and validate the data quality management plan, and determine how data quality management will be integrated into Federal Student Aid's data strategy target state so that data quality issues are used to inform the common data architecture and other Federal Student Aid application development efforts.	Obtain community (internal and external) feedback and input on data quality issues to be included in the data strategy target state.	10/1/05	9/30/06	X					X	
11.32	Implement Enterprise Operational Change Management.	CIO	Coleman O'Hara	Improve operational oversight of Federal Student Aid delivery systems by Implementing processes and establishing an Enterprise Change Control Board to manage and coordinate data, application, or system changes across the enterprise.	Conduct a pilot and brief Executive Management Team by 9/30/06.	10/1/05	9/30/06	X	X	X		X	X	Coordinating and analyzing application and system changes will support ongoing integration efforts, reduce costs and improve understanding of system-wide impacts or changes.
11.33	Internal Review training and software.	Ent Perf Mgmt	White	Federal Student Aid has an internal review function to assess the effectiveness of internal controls over operations and functions and to assess the efficiency and effectiveness of those operations/functions.	-Continuously train internal review staff. -Use Commercial Off-the-Shelf (COTS) software designed for audit work paper management and workflow in the internal review function.	10/1/05	9/30/06		X	X	X	X	X	Internal reviews will be focused on operational activities that are directed to achieving Federal Student Aid's strategic objectives, such as strengthening program integrity, reducing cost, improving human capital management, and enhancing products and services. Internal reviews will be designed to validate the success of efforts, or to identify opportunities for improvement supporting Federal Student Aid's strategic objectives.
11.33.1	Continuously train internal review staff.	Ent Perf Mgmt	White		-Each current internal review staff member will have an Individual Development Plan (IDP) in place at the beginning of each performance appraisal period. -New employees will have an IDP in place within 90 days of beginning work.	10/1/05	9/30/06				X		X	Internal Review staff must be current on audit guidance, methodologies and tools; on Federal Student Aid's operations; and on risk management guidance and methodologies in order to do excellent work. Providing professional development and training to Internal Review staff directly supports Federal Student Aid's Human Capital objectives.
11.33.2	Select a work paper management and workflow tool and begin the Departmental approval process to purchase software.	Ent Perf Mgmt	White Jones		Select a work paper management and workflow tool and begin the Departmental approval process to purchase software.	10/1/05	9/30/06						X	

**FY2006 Discretionary Plan**

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1- Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 2 - DEVELOPMENT AND INTEGRATION ACTIVITIES														
11.34	Create improved systems and methods for analyzing data, assessing risk and monitoring for potential problems.	Ent Perf Mgmt	Jones		Design, develop and implement an automated risk-focused interrogation reporting system related to data resident in the PEPS, CPS and/or NSLDS systems by 9/30/06.	10/1/05	9/30/06		X	X		X	X	Proactive risk management activities involve trending and continuous monitoring of data resident in critical operating systems. This helps Federal Student Aid managers to improve program integrity and the quality of products and services. This automated risk-focused reporting system will assist Federal Student Aid in identifying when defined risk-related thresholds are close to being met so that appropriate risk mitigation strategies can be implemented.
11.35	Begin implementation of the COSO ERM Integrated Framework at Federal Student Aid.	Ent Perf Mgmt	Jones Dore	Enhanced risk management and internal review capabilities will enable Federal Student Aid to further its efforts to mitigate vulnerabilities to fraud, waste, abuse and mismanagement.	-Create a high level strategic plan to implement the COSO Enterprise Risk Management (ERM) Integrated Framework using a phased approach. -Create a project plan to conduct phase 1 COSO ERM implementation and begin work on activities associated with this phase. -Complete the process for procuring contractor assistance necessary to conduct a high-level, organization-wide, risk assessment of Federal Student Aid and the Title IV programs.	10/1/05	9/30/06		X	X	X	X	X	Implementation of the COSO Enterprise Risk Management Framework will provide Federal Student Aid with better, more timely and relevant risk management information and will give senior management and others a more integrated view of risks that threaten strategic objectives across the organization.
11.35.1	Develop a comprehensive COSO Enterprise Risk Management Framework implementation strategy based upon the Sep 2004 release of the COSO Framework.	Ent Perf Mgmt	Jones Dore		Create a high level strategic plan to implement the COSO Enterprise Risk Management (ERM) Integrated Framework using a phased approach.	10/1/05	9/30/06		X				X	Enhanced risk management capabilities, implemented via the COSO Enterprise Risk Management Framework, will enable Federal Student Aid to further its efforts to mitigate vulnerabilities to fraud, waste, abuse and mismanagement.
11.35.2	Conduct the first two phases of the COSO Enterprise Risk Management Framework – Internal Environment and Objective Setting – as defined in the Sep 2004 release of the COSO Framework.	Ent Perf Mgmt	Jones		Create a project plan to conduct phase 1 COSO ERM implementation and begin work on activities associated with this phase.	12/1/05	9/30/06		X				X	Enhanced risk management capabilities, implemented via the COSO Enterprise Risk Management Framework, will enable Federal Student Aid to further its efforts to mitigate vulnerabilities to fraud, waste, abuse and mismanagement.
11.35.3	Partially conduct the third phase of the COSO Enterprise Risk Management Framework – Event Identification – as defined in the Sep 2004 release of the COSO Framework.	Ent Perf Mgmt	Jones		Complete the process for procuring contractor assistance necessary to conduct a high-level, organization-wide, risk assessment of Federal Student Aid and the Title IV programs.	4/1/06	9/30/06		X				X	Enhanced risk management capabilities, implemented via the COSO Enterprise Risk Management Framework, will enable Federal Student Aid to further its efforts to mitigate vulnerabilities to fraud, waste, abuse and mismanagement.
11.36	Implement Higher Education Reconciliation Act of 2005 change items.	Borrower Services	Szabo	Regulatory changes require implementation of these items.	Operational changes, system changes, and communication for all change items have been successfully completed.	4/1/06	9/30/06		X			X	X	
11.36.1	Implement the following changes (Group A): - Amend 50 % Rule - Recognition of Distance Education Programs - Programs Using Assessment to Measure Progress - Short-Term Telecommunications Programs - Changes in Definition of Academic Year	App, Elig & Del Serv	Jacks O'Flaherty		Operational changes, system changes, and communication for all change items have been successfully completed for the following: - Amend 50 % Rule - Recognition of Distance Education Programs - Programs Using Assessment to Measure Progress - Short-Term Telecommunications Programs - Changes in Definition of Academic Year	4/1/06	9/6/06		X			X	X	

**FY2006 Discretionary Plan**

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1- Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 2 - DEVELOPMENT AND INTEGRATION ACTIVITIES														
11.36.2	Implement the following changes (Group C)- Simplified Needs Test *Reprocess applications due to needs analysis changes and sent SARs/ISIRs with appropriate SAR codes * Update needs analysis to no longer use student income tax form requirement for SNT and Auto Zero - Active-Duty Military Automatically Independent*Send SARs/ISIRs with appropriate SAR message to dependent students about Active Duty Military Independent new eligibility from July 1 forward. *Update need analysis with new independent criteria for active duty military-Drug Conviction Eligibility *Identify and send updated drug conviction worksheet to appropriate applicants electronic & paper -- Raise Zero-EFC Threshold* Reprocess applications due to needs analysis changes and send SARs/ISIRs with appropriate SAR codes. *Update need analysis to update auto zero threshold from 16,000 to 20,000. * Update needs analysis to no longer use student income tax form requirement for SNT and Auto Zero	App, Elig & Del Serv	Jacks O'Flaherty		-Implement the following operational and system changes.-Communicate all changes implemented:Simplified Needs Test *Reprocess applications due to needs analysis changes and sent SARs/ISIRs with appropriate SAR codes * Update needs analysis to no longer use student income tax form requirement for SNT and Auto Zero - Active-Duty Military Automatically Independent*Send SARs/ISIRs with appropriate SAR message to dependent students about Active Duty Military Independent new eligibility from July 1 forward. *Update need analysis with new independent criteria for active duty military-Drug Conviction Eligibility *Identify and send updated drug conviction worksheet to appropriate applicants electronic & paper -- Raise Zero-EFC Threshold* Reprocess applications due to needs analysis changes and send SARs/ISIRs with appropriate SAR codes. *Update need analysis to update auto zero threshold from 16,000 to 20,000. * Update needs analysis to no longer use student income tax form requirement for SNT and Auto Zero	4/1/06	9/30/06		X			X	X	
11.36.3	Implement the following changes (Group D): - Complete requirements and design for FFEL/DL loan limits-Extend PLUS eligibility to grad students-Post withdrawal disbursement	App, Elig & Del Serv	Jacks O'Flaherty		-Implement the following operational and system changes.-Communicate all changes implemented:Complete requirements and design for FFEL/DL loan limits-Extend PLUS eligibility to grad students-Post withdrawal disbursement	4/1/06	9/30/06		X			X	X	
11.36.4	Implement the following changes (Group E): - Leave of Absence - Scheduled Clock Hours - Title IV Programs Covered - R2T4 - Reinstate Low-Default Disbursement Rule waivers	App, Elig & Del Serv	Jacks O'Flaherty		Operational changes, system changes, and communication for all change items have been successfully completed for the following: - Leave of Absence - Scheduled Clock Hours - Title IV Programs Covered - R2T4 - Reinstate Low-Default Disbursement Rule waivers	4/1/06	9/6/06		X			X	X	

**FY2006 Discretionary Plan**

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1- Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 2 - DEVELOPMENT AND INTEGRATION ACTIVITIES														
11.36.5	Implement the following changes (Group F):- Academic Competitiveness Grants.* New screens/web pages for the FAFSA website to for students to submit information to determine eligibility for HERA grants. *New Message Class to support ISIR * Capture, store, display and print ACG awards and disbursements in EDEExpress* Implement funding functionality allowing schools to access funding and view on COD web screens* Incorporate ACG into R2T4 process - National SMART Grants * New screens/web pages for the FAFSA website to for students to submit information to determine eligibility for HERA grants.* New Message Class to support ISIR * Capture, store, display and print National SMART awards and disbursements in EDEExpress.* Implement funding functionality allowing schools to access funding and view on COD web screens* Incorporate National SMART grants into R2T4 process -	App. Elig & Del Serv	Jacks O'Flaherty		Implement the following operational and system changes.-Communicate all changes implemented:Acad. Comp.Grants.* New screens/web pages for the FAFSA website to for students to submit information to determine eligibility for HERA grants. *New Message Class to support ISIR * Capture, store, display and print ACG awards and disbursements in EDEExpress* Implement funding functionality allowing schools to access funding and view on COD web screens* Incorporate ACG into R2T4 process - National SMART Grants * New screens/web pages for the FAFSA website to for students to submit information to determine eligibility for HERA grants.* New Message Class to support ISIR * Capture, store, display and print National SMART awards and disbursements in EDEExpress.* Implement funding functionality allowing schools to access funding and view on COD web screens* Incorporate National SMART grants into R2T4 process	4/1/06	9/30/06		X			X	X	
11.36.6	Implement the following changes (Group G):- College Access Initiative	App. Elig & Del Serv	Jacks O'Flaherty		Operational changes, system changes, and communication for all change items have been successfully completed for the following: - College Access Initiative	4/1/06	9/6/06		X			X	X	
11.36.7	Implement the following changes (Group H): - FFEL Loan Disbursements for Foreign Students - FFEL Loan Disbursements for Study Abroad Programs - School as lender - Negative SAP - recapture of excess - Eliminate forbearance requests be in writing - Restrictions on waivers for GA under Voluntary Flexible Agreements	Financial Partners	Fontana Beavers		Operational changes, system changes, and communication for all change items have been successfully completed for the following: - FFEL Loan Disbursements for Foreign Students - FFEL Loan Disbursements for Study Abroad Programs - School as lender - Negative SAP - recapture of excess - Eliminate forbearance requests be in writing - Restrictions on waivers for GA under Voluntary Flexible Agreements	4/1/06	9/6/06		X			X	X	

**FY2006 Discretionary Plan**

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1- Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 2 - DEVELOPMENT AND INTEGRATION ACTIVITIES														
11.36.8	Implement the following changes (Group I): - Loan Rehabilitation: GA Retention - Borrower Origination Fees - Require Collection of 1 % Guarantee Fee - Extend 9.5% SAP provision from Teacher-Taxpayer Act - Eliminate Recycling of 9.5% loans - Reduce Lender insurance to 97% - 100% Reinsurance for Exempt Claims - GA Retention on Default Collections through Consolidation - Reduce Exceptional Performance Percentage - Disbursements through Escrow Agents - Reduce Time for GA's to submit default claims - Wage Garnishment Requirement - GA Account Maintenance Fee - Eliminate Cap on Account Maint. Fee	Financial Partners	Fontana M. Harris		Operational changes, system changes, and communication for all change items have been successfully completed for the following: - Loan Rehabilitation: GA Retention - Borrower Origination Fees - Require Collection of 1 % Guarantee Fee - Extend 9.5% SAP provision from Teacher-Taxpayer Act - Eliminate Recycling of 9.5% loans - Reduce Lender insurance to 97% - 100% Reinsurance for Exempt Claims - GA Retention on Default Collections through Consolidation - Reduce Exceptional Performance Percentage - Disbursements through Escrow Agents - Reduce Time for GA's to submit default claims - Wage Garnishment Requirement - GA Account Maintenance Fee - Eliminate Cap on Account Maint. Fee	4/1/06	7/1/06		X			X	X	
11.36.9	Implement the following changes (Group J): - Loan Rehabilitation: On time payments	Borrower Services	Hopkins L. Jackson		Operational changes, system changes, and communication for all change items have been successfully completed for the following: - Loan Rehabilitation: On time payments	4/1/06	7/1/06		X			X	X	
11.36.10	Implement the following changes (Group K): - Active Duty Military Deferment * Process initial requests for military deferment by applying administrative forbearance * Addition of website FAQs * NSLDS to accept new military deferment type from all data providers - Add Identity Theft to False Cert Discharge * Suspension of the collection activity for borrowers that qualify for Identity Theft Discharge * Addition of website FAQs - Extend Teacher Loan Forgiveness from Teacher-Taxpayer Act - Teacher Loan Forgiveness for Private School Teachers	Borrower Services	Hopkins L. Jackson		Implement the following operational and system changes.-Communicate all changes implemented:Active Duty Military Deferment * Process initial requests for military deferment by applying administrative forbearance * Addition of website FAQs * NSLDS to accept new military deferment type from all data providers - Add Identity Theft to False Cert Discharge * Suspension of the collection activity for borrowers that qualify for Identity Theft Discharge * Addition of website FAQs - Extend Teacher Loan Forgiveness from Teacher-Taxpayer Act - Teacher Loan Forgiveness for Private School Teachers	4/1/06	9/30/06		X			X	X	
11.36.11	Implement the following changes (Group L): - FFEL PLUS Interest Rate changes - Stafford Loan Interest Rate - maintain Scheduled fixed interest rate	Borrower Services	Hopkins L. Jackson		Implement the following operational and system changes.-Communicate all changes implemented:*FFEL PLUS Interest Rate changes *- Stafford Loan Interest Rate - maintain Scheduled fixed interest rate	4/1/06	9/30/06		X			X	X	

**FY2006 Discretionary Plan**

PROJECT NUMBER	ACTION ITEMS	RESP AREA	RESP PERS	BUSINESS NEED	SUCCESS MEASURES	START DATE	TARGET COMPLETION DATE	Objectives						How Project Furthers Objective Goal  (Discuss all that have been indicated to the left. Not required for Objective 6)
								1- Federal Student Aid Systems Integration and Technology Solution Initiatives	2 - Improve Program Integrity	3 - Reduce Cost	4 - Improve Human Capital Management	5 - Improve Products and Services	6 - Deliver Student Aid Effectively and Accurately	
TIER 2 - DEVELOPMENT AND INTEGRATION ACTIVITIES														
11.36.12	Implement the following changes (Group M): - Subsequent Consolidation Loan Eligibility * Limitations implemented on the ability to re-consolidate loans - FFEL Borrower and Direct Consolidation Loans * Limitations implemented on consolidating FFEL loans into DL Consolidation -- In-school Consolidation changes - Elimination of Joint Consolidation Loans	Borrower Services	Hopkins L. Jackson		Implement the following operational and system changes.-Communicate all changes implemented:Subsequent Consolidation Loan Eligibility * Limitations implemented on the ability to re-consolidate loans - FFEL Borrower and Direct Consolidation Loans * Limitations implemented on consolidating FFEL loans into DL Consolidation - In-school Consolidation changes - Elimination of Joint Consolidation Loans	4/1/06	9/30/06		X			X	X	
11.36.13	Implement the following changes (Group N):Eligibility for PLUS borrower convicted of fraud.Cost of Attendance (COA) for less than half time students.Inclusion of costs for obtaining professional credential in COA.Title IV fraud convictions. IRS match. Operational changes, system changes, and communication for all changes have been successfully completed for the following: Eligibility for PLUS borrower convicted of fraud. Cost of Attendance (COA) for less than half time students. Inclusion of costs for obtaining professional credential in COA. Title IV fraud convictions. IRS match.	Policy Liaison	Baker		Implement the following changes (Group N) Eligibility for PLUS Borrowers Convicted of Fraud *Articulate requirements and design - Cost of Attendance for less than half-time students: *Evaluate need for new requirements. - Inclusion of costs for obtaining professional credential in Cost of Attendance*Evaluate need for new requirements. - Title IV Fraud Convictions Articulate requirements and design for CSB and NSLDS - Implement the following operational and system changes.- Communicate all changes implemented:- Eligibility for PLUS Borrowers Convicted of Fraud *Articulate requirements and design - Cost of Attendance for less than half-time students: *Evaluate need for new requirements. - Inclusion of costs for obtaining professional credential in Cost of Attendance*Evaluate need for new requirements. - Title IV Fraud Convictions Articulate requirements and design for CSB and NSLDS	4/1/06	9/30/06		X			X	X	